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Comprehensive review of the whole question of peacekeeping operations in all their aspects

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Progress in the implementation of the global field support strategy

Report of the Secretary-General

Summary

The global field support strategy was developed by the Secretary-General as a five-year process to transform the delivery of support services to United Nations field missions (see A/64/633). The strategy is aimed at improving the quality and effectiveness of service delivery in an integrated, accountable and transparent manner so that resources are used efficiently and effectively. Recognizing the challenges faced by the Organization in providing logistical, administrative and information and communications technology support for peacekeeping operations, the General Assembly, in its resolution 64/269, noted the overall concept of the global field support strategy and provided clear guidance on its implementation.

In the same resolution, the General Assembly requested the Secretary-General to submit an annual progress report on the implementation of the global field support strategy, providing information on the implementation status of each initiative, including:

(a) A timeline showing key activities, milestones and project deliverables (see annex I);

(b) Benchmarks and baseline information on current activity levels, resource requirements and quality of services and the tools used for measuring efficiency gains and monitoring progress;

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(c) Achievements in such areas as service delivery improvements, efficiency gains, cost savings and reductions in vacancy and turnover rates;

(d) Full update on the actual costs incurred and administrative overhead related to the implementation of the various initiatives;

(e) Information on the quality of services provided to the military, police and civilian components and a determination of the appropriate methods for monitoring the impact of the implementation of the global field support strategy on the quality of the services provided;

(f) An assessment of the adequacy of governance and management arrangements.

The present report incorporates an overview of the activities undertaken and results achieved during the first five months of the four distinct yet integrated pillars of the strategy: financial framework; predefined modules and service packages; service centres; and human resources framework. Given the early stage of implementation, a full picture of information is not yet possible. However, in the short time since the adoption of General Assembly resolution 64/269, on 24 June 2010, considerable progress has been made, namely:

- The first service package, a module for a 200-person camp, is being defined in consultation with Member States and field missions
- Five specific functions have been identified for consideration by Member States to be transferred to the Global Service Centre
- A regional service centre has been established in Entebbe, Uganda, the Global Field Support Strategy Steering Committee is fully functional, and four functions are in full operation and delivering qualitative and quantitative benefits, involving posts transferred from regional missions
- The human resources framework is advancing in close coordination with the Office of Human Resources Management

In addition, in accordance with section VI, paragraph 11, of resolution 64/269, proposals for a standardized funding model for the first year of operations will be presented in a separate report for the consideration of the General Assembly, and significant work has been undertaken to strengthen workforce planning to ensure that field missions have the staff needed to implement their mandates. The continued implementation of the global field support strategy requires close consultation with Member States as well as with field missions and other implementing departments. The second annual progress report will reflect the first full year of implementation and provide more evidence of the impact of the strategy, presenting a fuller picture of costs, achievements and benchmarks.

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I. Introduction

1. The global field support strategy represents a response to the challenges faced by the Organization in providing support (logistical, administrative and information and communications technology) to field missions on a global scale. It is designed to facilitate more timely mission start-up, improve support to missions, enhance the quality and responsiveness of services provided, pursue economies of scale where possible and appropriate and ensure greater accountability and transparency in the use of the resources entrusted to the United Nations by Member States.

2. In its resolution 64/269, the General Assembly noted the concept of the strategy, which outlines a broad and useful framework for improving the efficiency and effectiveness of service delivery and better use of resources. The resolution provided clear direction on the principles underpinning the implementation of the strategy and detailed specific decisions and requests, including underlining the central role of Headquarters in strategic policymaking and oversight of relevant rules, regulations and procedures and the need for close consultation with Member States, in particular troop-contributing countries. Furthermore, in the same resolution, the Assembly decided to establish a regional service centre in Entebbe, Uganda, and requested proposals for functions to be transferred to the Global Service Centre at Brindisi, Italy. It also approved an increase in the amount that could be used from the Peacekeeping Reserve Fund to finance a new or expanding mission. In addition, in its resolution 64/266, the Assembly welcomed the report of the Special Committee on Peacekeeping Operations (A/64/19), which noted the concept of modularization and urged the Secretariat to work in close cooperation with troop- and police-contributing countries in further developing the concept.

3. Responding to the request of the General Assembly for an annual progress report as well as the recommendations and observations of the Advisory Committee on Administrative and Budgetary Questions, as endorsed in resolution 64/269, and the recommendations of the Special Committee, the present report outlines the procedures for governance and management during the implementation of the strategy and then describes the results achieved so far and plans for future development. In addition, the report provides an update and assessment of the arrangements for coordinating the implementation phase and offers some conclusions and next steps.

II. Governance and management arrangements

4. A priority during the first five months of implementation was the establishment of mechanisms to manage the process of transition to a new global service delivery model. As the Advisory Committee observed in paragraph 82 of its report (A/64/660), the proposals in the global field support strategy constitute a major undertaking that will have a significant impact on organizational structures, lines of accountability and working methods, processes and procedures. In order to provide adequate governance and management, mechanisms have been established to respond to mandated intergovernmental reporting and consulting requirements and to address the needs of different field missions and stakeholders. One of the key goals of the strategy that requires the acceptance and support of stakeholders involves a shift to the field-focused provision of services, the sharing of resources and functions and the movement of non-location-specific functions to service

centres. This is to ensure proximity and responsiveness to the needs of field missions so that they can focus on mission-critical, location-specific support functions. To provide adequate governance and management of this fundamental change, a number of mechanisms have been put in place both in response to mandated intergovernmental reporting and consulting requirements and to address the needs of various field missions as well as stakeholders at Headquarters, including the Department of Peacekeeping Operations, the Department of Political Affairs, the Department of Management and the Office of Internal Oversight Services (OIOS). Specific mechanisms include:

(a) **Member States**. In accordance with General Assembly resolution 64/266, regular bimonthly briefings are given by the Department of Field Support on all aspects of the strategy to the Special Committee on Peacekeeping Operations. In addition, two workshops to further develop the modularization concept with Member States have been held and two more are being coordinated. Further briefings are being planned for the Fifth Committee, including on proposals for the Global Service Centre. Specifically regarding troop- and police-contributing countries, a client board has been established, composed of field force commanders and police commissioners and the military and police components of the Department of Peacekeeping Operations. This board will meet twice a year to provide feedback, validate priorities and suggest corrective actions to the Global Field Support Strategy Steering Committee;

(b) **Field missions**. Regular field visits are undertaken to ensure that the needs and recent experience of missions are considered and to implement lessons learned. With the specific regional missions comprising the regional service centre, the Regional Service Centre Steering Committee meets quarterly and quarterly conferences and workshops are undertaken with directors and chiefs of field mission support components;

(c) **United Nations Secretariat**. A formal forum has been established through the Global Field Support Strategy Steering Committee, which meets on a quarterly basis and is chaired by the Under-Secretary-General for Field Support and comprises the Assistant Secretary-General and directors of the Department; the Director of the United Nations Logistics Base at Brindisi (UNLB); five directors/chiefs of mission support and high-level representatives from other Secretariat departments, including the Department of Peacekeeping Operations, the Department of Political Affairs and the Department of Management (the Assistant Secretaries-General for Central Support Services, Programme Planning, Budgets and Accounts and Human Resources Management) and the Assistant Secretary-General for Information and Communications Technology. The Global Field Support Strategy Steering Committee coordinates implementation and recommends priorities, structures and mechanisms to support change, develop context and mitigate constraints;

(d) **Oversight bodies**. OIOS has been requested to provide advice on a global field support strategy implementation risk-management framework and an internal control mechanism for implementation. The "control self-assessment" aims to identify key implementation risks, current controls to manage those risks, possible weaknesses and/or gaps in implementation controls and the need for additional controls to address any residual risks.

5. The governance and management arrangements established in the first phase of implementation have established transparency in decision-making criteria and in the use of resources, clear lines of accountability, benchmark data for the evaluation of achievements and performance (which will be presented to Member States in the next annual progress report) and feedback mechanisms. Those mechanisms, as well as the quality of service provided, will be validated through surveys with field missions and Secretariat partners.

III. Financial framework

Objectives

6. The financial framework of the strategy has been developed to improve the ability of the United Nations to deploy rapidly in challenging circumstances and also to improve the predictability and transparency of budget requests in the first year of an operation. If a decision of the Security Council relating to the start-up or expansion phase of a peacekeeping operation results in the need for expenditure, the General Assembly authorizes the Secretary-General, with the prior concurrence of the Advisory Committee, to enter into commitments up to $100 million from the available balance of the Peacekeeping Reserve Fund as well as commitments up to $50 million of the available balance of the stores available from the Organization's strategic deployment stocks and to draw upon them, with the stocks to be replenished when the initial appropriation is received. This decision enhanced the ability of the Secretary-General to access start-up funding for the deployment of an operation.

Observations and guidance of the General Assembly

7. As pointed out by the Advisory Committee, the need for multiple funding proposals through commitment authority, with or without assessment, can lead to unrealistic budget assumptions in the first year of a mission. In the context of complex, high-cost missions and an increased focus on affordability, there is a need for more transparent and predictable budgeting of peacekeeping operations in their dynamic first year of operation. In this regard, the General Assembly in its resolution 64/269 requested the Secretary-General to submit proposals for a standardized funding model for the first year of peacekeeping operations for its consideration.

8. In response to this request and observations from the Advisory Committee, the goal of the proposed model is to realize achievable and realistic budgeting while ensuring that peacekeeping operations are provided with adequate resources to implement their mandates during the critical first year of operation. The development of the model takes into account the authority of the Fifth Committee for the consideration and approval of budgets; the need for all field missions to be provided with adequate resources; and the importance of strengthened accountability for the use of human and financial resources.

Implementation activities, timeline and monitoring of impact

9. An analysis has been made of several mission start-ups, including those of the United Nations Mission in Liberia (UNMIL), the United Nations Operation in Burundi, the United Nations Support Office for the African Union Mission in

Somalia (UNSOA), the United Nations Mission in the Central African Republic and Chad (MINURCAT), the African Union-United Nations Hybrid Operation in Darfur (UNAMID) and the United Nations Mission in the Sudan (UNMIS). The standards that have been developed are based on a comprehensive methodology that incorporates the engagement of subject matter experts across the Department of Peacekeeping Operations and the Department of Field Support; the benchmarking of actual experience across field operations; the application of current ratios and contract prices from the standard cost and ratio manual for peacekeeping operations; and the use of standard staff salary scales and common staff costs used in the 2010/11 peacekeeping budgets.

10. The start-up phase of a peacekeeping operation is critical for mandate implementation, as it provides a window of opportunity for the mission to contribute to, or stabilize, a nascent, often fragile, peace process. It is also the most challenging in terms of the provision of the necessary human and logistical support. At times, the administrative burden of securing the necessary financing can divert time and resources from substantive tasks, which can represent a lost opportunity with long-term effects on mandate implementation. In addition, this is often accompanied by significant underexpenditure on the funding approved for the first year of operation and cancellations of obligations in subsequent years. Together, in some missions, this can reach 20 per cent of the funding approved for the first year.

11. The standard funding model addresses these challenges by providing:

(a) Standard models that are representative and based on the common elements of mission budgets in first-year deployment scenarios (including baselines for material and personnel resource requirements) coupled with funding level options to respond to different scenarios;

(b) A framework for reinforcing budgetary discipline through the use of endorsed standards based on lessons learned in terms of achievable and realistic operational implementation expenditures for the first year of operations;

(c) An enabling tool to refocus senior leadership and peacekeeping personnel on substantive mandate implementation tasks.

12. The model gives Member States a framework in which to increase transparency and accountability by endorsing a standard set of funding elements that can be used as a basis for comparison and consistency across different mission start-up environments. The use of endorsed standard elements that are based on achievability further facilitates budgetary discipline in dynamic operating environments that are also challenged by limited knowledge of the specific conditions on the ground during the first months after mandate approval.

13. The preparation of funding proposals on the basis of endorsed standard parameters in no way limits the authority of the General Assembly, nor does it derogate from its legislative role in the consideration and approval of mission budgets. The Assembly retains full authority to amend and adjust proposals as it deems appropriate. In this context, it is also proposed that funding requirements be accompanied by a comprehensive and mission-specific results-based-budgeting framework to provide Member States with a means for monitoring transparency and accountability.

14. Once reviewed and endorsed, the subsequent use of a standard funding model would provide for early and full scrutiny of budget proposals without the timing pressures that normally accompany the deployment of a new mission.

15. In developing the model, it is recognized that there is no single standard that can reflect all mission start-up environments. The focus has therefore been on defining a profile that is as representative as possible while allowing for flexibility through a limited number of uniform adjustment factors that would represent mission-specific conditions. Such an approach builds on the high degree of commonality of funding requirements in the first year across peacekeeping operations and, by applying adjustment factors in a targeted fashion, ensures robustness and reinforces budgetary discipline. The endorsement of a standard model would allow the Secretary-General to put forward financing proposals that meet the strategic expectations of Member States, providing sufficient resources to operate in the start-up environment while emphasizing budgetary discipline through improved implementation rates and lower levels of savings on the cancellation of prior-period obligations.

16. These added reassurances would also serve as an opportunity to consider the expansion of current arrangements with regard to accessing the approved mechanisms of the Peacekeeping Reserve Fund and strategic deployment stocks to better respond to the resource levels required in the first year of operations. Should the model be endorsed, it would remain applicable, absorbing inflation and exchange rate changes for a period of three years, upon which a revised set of standards based on mission experience would be presented to the General Assembly for its consideration.

IV. Predefined modules and service packages

Objectives

17. The goal of the predefined modules and service packages is to improve the speed and predictability of deployment, particularly in start-up or surge operations. The capacity to develop modules is enhanced by the decision of the General Assembly in its resolution 64/269 to increase the amount of funding available to a new mission from the Peacekeeping Reserve Fund and the ability of the Secretary-General to draw on the strategic deployment stocks. The capacity of the Global Service Centre at Brindisi will also be essential in ensuring that the service packages can draw on the support expertise that will be concentrated in the Centre and can be delivered globally. The Assembly recognized the central role of the Global Service Centre in further developing modularization in section VI, paragraph 12, of its resolution 64/269.

Observations and guidance of the General Assembly

18. In its consideration of the report of the Secretary-General on the global field support strategy (A/64/633), the Special Committee on Peacekeeping Operations noted the concept of modularization and urged the Secretariat to work in close cooperation with troop- and police-contributing countries in its development. The Advisory Committee on Administrative and Budgetary Questions saw merit in the proposed predefined modules and service packages, integrating the goods and the

services required to make them operational, and recommended that the General Assembly request the Secretary-General to further develop them.

19. Through the establishment of scalable service packages that meet changing requirements throughout the lifespan of a mission, modularization contributes to operational efficiency and optimum use of resources. The service packages are being designed to incorporate the necessary equipment and enabling capacity, including technical capacity, acquisition and delivery, standby contractual support, support services contracts and/or other arrangements necessary to ensure fully functioning, cost-effective and sustainable operations. Effective modularization will improve the quality of services provided by increasing the predictability of support readiness and associated costs and improving the quality of accommodation and services in the field and the pool of targeted skills for expedited deployment.

Implementation activities, timeline and monitoring of impact

20. In accordance with requests of the General Assembly and to ensure that the requirements of troop- and police-contributing countries are taken into account in the design and implementation of predefined modules and service packages, a schedule of workshops to consult with representatives of the Special Committee on Peacekeeping Operations was established. The initial workshop consultations took place on 8 and 9 July 2010 and established a set of principles for the development of the modules, including to promote procurement opportunities for local and small vendors, particularly from developing countries and countries with economies in transition. They also provided the Special Committee with more detail about how the service packages and modules would work and on the role of the Global Service Centre at Brindisi. Members of the Special Committee highlighted the need for modularization to be operationally focused and provided a framework for the development of predefined service packages and modules that emphasized simplicity, cost-effectiveness, flexibility, scalability, portability and mobility to arrive at effective deployment. A second workshop was held on 12 November 2010 and focused on the details of what is being developed (i.e. camp design and the enabling capabilities required to establish it).

21. The first phase of modularization (phase I.A, from July 2010 to March 2011) involves the design of a 200-person camp and its configuration from existing strategic deployment stocks. This service package consists of a pre-formatted site layout (scaled to size) for a 200-person camp; accommodations; a medical facility; information and communications technology; a rapidly deployable security perimeter system; a water treatment system; a camp waste management system; energy systems; and on-call technical support in various disciplines to assist in the rapid in-mission deployment of the service package. The first phase will be developed using existing strategic deployment stocks, taking fully into account the comments of the Advisory Committee on Administrative and Budgetary Questions (see A/64/660, para. 101) and in line with recommendations of the Board of Auditors on the life expectancy and efficient utilization of the strategic deployment stocks. Simultaneously, the composition of the strategic deployment stocks will be reviewed to meet the modularization requirements.

22. This first module prototype will be demonstrated and reviewed during the third workshop with the Special Committee on Peacekeeping Operations, to be held in the

Global Service Centre at Brindisi in March/April 2011. It is expected that once the review has been completed, the first module would be available by June 2011.

23. Key to the modularization concept are the enabling capacities that ensure that service packages can be implemented in the field. The successful deployment of operations has been heavily dependent on the provision by troop-contributing countries of military enabling units and/or the availability of contractual services. With the modularized approach, enabling capacities will be matched with the availability of materials, supplies and equipment. This approach involves different types of arrangements to provide engineering, transportation, catering, warehousing, supply and distribution management and camp and airfield services. The arrangements consider in-house capabilities, Member State-provided capabilities, United Nations-contracted capabilities and/or a combination of these. Each enabling team would consist of a group of multidisciplinary personnel with responsibility for design, planning, preparation, installation and commissioning of modular service packages. These teams will be deployed as required to provide necessary support for an initial period.

24. As the modularization pillar is developed and expanded to include additional modules, any additional funding requirements will be presented to the General Assembly for approval, and thus will be part of the intergovernmental budget review and approval process. The long-term solution will involve a combination of arrangements with Member States for the provision of specialized support and the contracting of commercial support services. The proposal for including enabling capacities with strategic deployment stocks and further details on the mechanisms, including accounting, for the replenishment of the stocks, will be studied further in the next phase of implementation, in consultation with all relevant stakeholders, and will be presented to the Assembly in the second annual progress report on the implementation of the strategy. Implementation will be completed progressively over the remaining five years, with overlapping planning, design, reorganization and training phases.

Achievements and next steps

25. Modules have been designed to support all mission phases, including start-up, build-up, consolidation, transition and liquidation. As recommended by the Advisory Committee (ibid., para. 104), although the specific needs of each mission will inevitably define the boundaries of the modular approach, predefined service packages are being designed with sufficient flexibility to allow for adaptation and adjustment.

26. The service packages are also configured to support various military, police, administrative and substantive activities and distinct components. They will include the materials, supplies, equipment and contractual services necessary to support: (a) activities and operations of enabling units; (b) the rapid deployment of the mission itself; and (c) the establishment of viable operations in the shortest possible time frames.

27. The service packages are intended to provide a rapidly deployable and relocatable capability to accommodate and support all elements at start-up. While military and police contingents are still expected to deploy with full self-sustainment, in accordance with the provisions of the relevant memorandums of understanding, in instances where a troop or police contributor requires assistance,

the service packages can be used to augment capability. The redeployable feature of the service package will also assist troop- and police-contributing countries in supporting remote forward deployments and long-range patrolling.

28. The development of this phase is proceeding on target (as described in para. 21 above), with active guidance from Member States. An enhanced service package consisting of improved technological designs and equipment for use during start-up is proposed for the next phase (phase I.B, reducing transportation costs and expediting the deployment of personnel).

29. During the workshops conducted with the Special Committee on Peacekeeping Operations in the second half of 2010, the Secretariat was requested to concentrate on the following capabilities for phase II of the implementation of modularization: catering, port operations and movement control; transportation (ground and air); support to deep field and short deployments; and strategic communications. Phase II of the modularization will begin in the third quarter of 2011.

V. Service centres

30. The Global Service Centre at Brindisi will group technical expertise on service delivery to service missions globally, while the regional service centre will consolidate routine back-office transactional support functions for the regional missions it serves. As recognized by the Advisory Committee on Administrative and Budgetary Questions, the service centres can improve operational transparency through standardized processes across missions; reduce the number of civilians stationed in hardship and hazardous locations; improve the quality of life for civilian staff; reduce the administrative burden throughout the entire mission life cycle; allow missions to better focus on their substantive mandate; and reduce staff turnover.

31. In its resolution 64/269, the General Assembly noted that the Global Service Centre would manage and configure global service packages and that regional service centres could develop region-specific packages. The Assembly stressed that regional service centres must respect the principle of separate financial arrangements for missions and that their resources and the volume of their activities should be scalable, reflecting the start-up, expansion, drawdown or closure of the field missions they serve.

32. The service centre approach has already proved beneficial: since the adoption of the resolution, the Transportation and Movement Integrated Control Centre, part of the Regional Service Centre at Entebbe, was able to position two aircraft for the relocation of staff from Côte d'Ivoire in December 2010 and to ensure the redeployment of air assets from MINURCAT to UNMIS to support the Southern Sudan referendums. The Global Service Centre at Brindisi played an important role in facilitating the drawdown and liquidation of MINURCAT.

33. A specific project methodology is applied to identify functions for possible transfer from Headquarters to the Global Service Centre or from missions to a regional service centre. It includes a cost-benefit analysis, projected initial investment, recurring costs, risk and mitigation factors and implementation plans detailing phases and milestones of processes to be transferred.

A. Global Service Centre

Objectives

34. As outlined in his report (A/64/633), the Secretary-General proposed the reprofiling of UNLB as a global service centre. In the context of the report of the Secretary-General on the financing of UNLB for 2009/10 (A/63/824), it was recognized that UNLB serves as more than just a logistics base. The Advisory Committee on Administrative and Budgetary Questions recognized that the Base was carrying out functions that did not strictly fall into the category of logistics, including communications, training, air support and security (A/63/746/Add.17, para. 26). Building on this development, it was proposed that UNLB serve as a centre of technical expertise, servicing missions worldwide. Through this proposed transformation, the Global Service Centre will group technical expertise on service delivery, assuming functions that do not need to be carried out by the Department of Field Support at Headquarters. A central role of the Centre will be to develop and implement modularization. This shift does not entail any change in the current reporting structure of UNLB.

Observations and guidance of the General Assembly

35. The Advisory Committee observes that the reprofiling of UNLB as a global service centre could have a significant impact on the organizational structure, lines of accountability, working methods, processes and procedures of the Department of Field Support and the civilian, military and police components of the missions, as well as other Secretariat entities (see A/64/660, para. 108). In its resolution 64/269, the Assembly noted the intention of the Secretary-General for global service packages to be configured and managed from the Global Service Centre and requested the Secretary-General to further develop specific proposals in consultation with Member States, in particular troop- and police-contributing countries, on functions and resources to be transferred to the Global Service Centre in the context of the UNLB budget for the consideration of the General Assembly at its sixty-fifth session. As envisaged, the Global Service Centre has played a central role in developing the first phase of the modules and service packages.

36. The Advisory Committee further noted that the proposal for the transfer of functions to the Global Service Centre should set out the functions and resources to be transferred, an analysis of how services would be enhanced and the benefits to all clients and recipients, in particular troop- and police-contributing countries (ibid., para. 109). The Committee requested Secretariat proposals to explain how operational effectiveness would be ensured and how interaction with Member States and the services provided to troop- and police-contributing countries would be maintained. The proposal was also to provide a cost-benefit analysis, initial investment, recurring costs, risks and mitigating factors, as well as an implementation plan with phases and milestones. In addition, elaboration of the role of the Global Service Centre in the supply chain and in the planning and management of predefined service modules was requested.

Implementation activities, timeline and monitoring of impact

37. In establishing the Global Service Centre, unity of command in missions at all levels, coherence in policy and strategy and clear command structures in the field,

up to and including at Headquarters, has been preserved and enhanced. Through bimonthly briefings of the Special Committee on Peacekeeping Operations and consultations, the development of the Global Service Centre benefits from feedback from Member States. The proposals for the transfer of functions to the Global Service Centre are designed according to the principle that functions primarily involving interactions with Member States, particularly troop-contributing countries, will continue to be located at Headquarters.

38. The reprofiling exercise of the Global Service Centre takes into account the need for structural and organizational readjustments in the context of existing resources, aiming at zero to minimal growth of the UNLB budget. The exercise will be cost neutral from a global perspective, as functions transferred from the Department of Field Support to UNLB will be abolished at Headquarters. Informed by consultations and bimonthly briefings of the Special Committee on Peacekeeping Operations, the Global Service Centre reprofiling exercise has defined the following three-phase approach that identifies implementation milestones and performance indicators to measure success, which will be reflected in the UNLB budget for 2011/12:

(a) Phase I: process and function mapping exercise. A detailed examination of non-location-dependent support processes and functions that are currently carried by Department of Field Support staff and that may yield efficiencies if transferred to the Global Service Centre has been initiated. The functions to be transferred will be operational (non-strategic) in nature and will not require interaction with Member States to inform the proposals presented to the General Assembly in the context of the proposed budgets for the support account for peacekeeping operations and UNLB. As a matter of priority, the emphasis of the ongoing process and function mapping exercise is the identification of functions that support the implementation of modularization in the Global Service Centre;

(b) Phase II: implementation of the Global Service Centre. Mapping of non-location-dependent support functions currently carried by the Department of Field Support that may be desirable to transfer will continue, with added emphasis on the re-engineering of processes in accordance with and in preparation for the introduction of the International Public Sector Accounting Standards and the enterprise resource planning system (Umoja);

(c) Phase III: Global Service Centre. Improvement of support not only at the start-up, expansion and sustainment phases but also when downsizing operations and in the transition from peacekeeping to peacebuilding.

Achievements and next steps

Streamlining of support capacities

39. The analysis carried out in the reporting period focused on the consolidation and streamlining of the existing UNLB support capacities and functions under three pillars: a logistics service, an information and communications technology (ICT) service and a base support service, which will be described in detail in the budget for UNLB for 2011/12.

Process and function mapping exercise

40. A number of processes and functions have been identified as viable for transfer to the Global Service Centre. Proposals are detailed in the proposed budgets for the support account for peacekeeping operations and UNLB for 2011/12 and can be summarized as follows:

(a) **ICT asset management**. Relocation of technical management functions related to the strategic deployment stocks that are currently carried out by the Information and Communications Technology Division to the Global Service Centre, which, in addition to managing the strategic deployment stocks, will provide global ICT asset management support services, thus reducing response times related to mission queries on all aspects of ICT equipment standards and stock management and rotation;

(b) **Financial systems technical support**. Provision of support for key field finance systems, namely the financial applications SunSystems (general ledger) and Progen (payroll);

(c) **Global education grant processing**. Transfer of resources dedicated to the processing of education grants for all non-African missions from the Field Personnel Division of the Department of Field Support to the Global Service Centre at Brindisi, which would review all incoming claims for compliance in terms of mandatory documentation and validity and liaise with missions to resolve issues and ensure consistency in the application of United Nations rules, policies and procedures. An estimated total of 1,300 claims will be processed. The education grant process is under review with a view to speed processing in a manner that complies with rules and regulations;

(d) **Field contract management**. Provision of support in the day-to-day management and administration of contracts, including the drafting of statements of work, requests for proposals and model contracts, contract amendments, extensions and proper close-outs, interpretations of contractual provisions, resolution of conflicts and problems arising in cases of poor performance or non-compliance with the contractual obligations, monitoring of the functionality, accuracy and completeness of accounting, reporting and internal control systems, and development, review and upgrading of standard operating procedures for the management of contracts;

(e) **Airfield and air terminal standards**. Ensuring the application of International Civil Aviation Organization (ICAO) standards and recommended practices for airfield and ground support services and promotion of standards for airfield support equipment and its usage in all missions; and provision of assistance in the implementation of projects conducted under the management service agreement with ICAO.

41. Specific posts to be transferred to Brindisi, including reporting lines, will be presented in the budgets for the support account for peacekeeping operations and UNLB for the consideration of the General Assembly.

42. These proposed initial resource transfers present an opportunity to gain experience on which to build the future analysis. The incumbents will report within the UNLB/Global Service Centre organizational structure, to be set out in detail in

the budget for UNLB for 2011/12, and will continue to receive policy and strategic guidance from the Secretariat through the Department of Field Support.

B. Regional Service Centre at Entebbe

Objectives

43. The primary objective in the establishment of regional service centres is the consolidation of administrative and support functions for geographically grouped field missions in a stand-alone regional centre. The General Assembly, in paragraph 17 of its resolution 64/269, decided to establish a regional service centre at the logistics hub at Entebbe. This facilitated the maximum use of existing capabilities and infrastructure of the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) Entebbe Support Base in the creation of the Centre and responded to the observation of the Advisory Committee that the provision of common services from the proposed Regional Service Centre at Entebbe is a concept that offers opportunities for achieving improved efficiency and effectiveness (A/64/660, para. 147).

Observations and guidance of the General Assembly

44. In paragraph 22 of its resolution 64/269, the Assembly stressed that the establishment of a regional service centre must respect the principle of separate financial arrangements for missions and that its resources and the volume of its activities were scalable, reflecting the start-up, expansion, drawdown or closure of the field missions served. Having determined that the staffing of the regional service centre will be achieved mainly through redeployment from field missions, the Assembly endorsed a model whereby the respective budget proposals for missions to be served by the centre reflect the posts, positions and related costs for the centre, including the results-based-budgeting framework. The Advisory Committee requested that consideration also be given to the issue of local staff in field missions whose functions are envisaged to be transferred to the Regional Service Centre at Entebbe, as well as to the impact on local capacity-building (A/64/660, para. 149).

45. In addition, the Assembly, noting that the concentration of missions in Central and Eastern Africa provides an opportunity to optimize the use of air assets through the establishment of a transportation and movements integrated control centre responsible for the planning and movement of personnel and cargo, requested the further development and operationalization of this concept in close consultation with Member States, in particular troop- and police-contributing countries.

46. The Advisory Committee recommended that the Secretary-General be authorized to proceed progressively with back-office service delivery at the Regional Service Centre at Entebbe starting with one or two functions in order to gain experience in the provision of common services on a multi-mission basis. This staged approach, the Committee noted, enables the Secretariat to evaluate progress, review assumptions, make adjustments and refine working procedures on the basis of lessons learned. The Committee requested the Secretary-General to report on achievements to the General Assembly after one year (A/64/660, para. 148). Given that the present report describes progress made in the first five months, the full year of implementation will be reflected only in the second annual progress report, which will include an in-depth analysis of requirements for the future activities to be

prioritized for the strategy (2012/13) and will report on actual (further developed) operational costs, cost-sharing and funding arrangements. The present report summarizes the projected qualitative benefits and costs of the Regional Service Centre at Entebbe to date.

47. The Advisory Committee further observed that the Regional Service Centre should report to Headquarters and that its governance structure and management arrangements should be developed to promote effective decision-making and to ensure that its staff remain client-focused and responsive to the needs of the military, police and civilian components of the field missions (ibid., para. 126).

Implementation activities, timeline and monitoring of impact

48. Two phases are envisaged for the implementation of the Regional Service Centre, namely:

- Phase I. The governance framework (see paras. 49-56) is designed to retain the existing missions' chain of command and resource stewardship and to provide a transparent process for resourcing the Centre through the redeployment of resources from the regional missions it serves. In addition, various pilot projects that were initiated under a series of General Assembly resolutions that encouraged an exploration of shared resources to achieve efficiencies and economies of scale in the region (see para. 9 of General Assembly resolutions 63/291, 63/273 B and 63/274 B) and that integrated specific services for the regional missions have been incorporated into the Centre. Those projects are detailed in annex II. Through the regional service centre governance process, directors and chiefs of mission support, working with the Assistant Secretary-General for Field Support, identified the priority functions to be analysed for transfer in phase II.

- Phase II. Successful business cases for phase II in support of the transfer of additional functions to the Regional Service Centre for improving service delivery and achieving economies of scale, including resource implications, will be reported in the context of the second annual progress report. Phase II of the Regional Service Centre implementation will focus on the analysis of ICT regionalism, financial cluster, regional property management, archiving and records management and regional medical services.

Achievements and next steps

Regional service centre governance structure

49. The Regional Service Centre, as approved by the Member States, is owned, managed and staffed by the regional missions it serves. This framework reinforces the existing missions' chain of command structures and lines of authority in a manner that does not create an additional layer between Headquarters and the regional missions. It also ensures that staffing for the Regional Service Centre will be achieved through the redeployment of resources from the regional missions it serves.

50. To reinforce this core concept, the Regional Service Centre Steering Committee, comprising the directors and chiefs of mission support of the regional missions (the United Nations Integrated Office in Burundi, the United Nations Integrated Peacebuilding Office in the Central African Republic, MINURCAT,

MONUSCO, UNAMID, UNMIS and UNSOA) and chaired by the Assistant Secretary-General for Field Support, was established. The Steering Committee is charged with governing the Centre, defining its management structure, evaluating its project proposals, ascertaining project priorities and timelines to meet missions' requirements and determining the resourcing strategy for Regional Service Centre projects from existing mission capabilities.

51. To manage day-to-day activities and decision-making, the Steering Committee established an executive secretary function. The executive secretary is selected from among the directors and chiefs of mission support of the regional missions and serves as the delegated operational authority of the Steering Committee. The executive secretary is accountable to the Steering Committee and will elevate issues to the Assistant Secretary-General for Field Support as required.

52. The chief of the Regional Service Centre, at the D-1 level, will be based at Entebbe and will report to the executive secretary of the Centre. The chief is responsible for achieving operational targets as mandated by the Steering Committee and developing a service optimization programme to ensure quality of services and cost containment. The Office of the Chief will comprise a planning and control function and an operations function, each led at the P-5 level by a team leader.

53. The planning and control team leader is responsible for analysing processes for transfer to the Regional Service Centre from regional missions for Steering Committee approval and for developing a cost-benefit analysis and implementation plan with timelines. The control function includes monitoring and reporting on the operational performance of processes transferred to the Regional Service Centre, conducting customer satisfaction surveys and re-engineering processes to ensure adherence to the design of Umoja.

54. The operations team leader is responsible for day-to-day management and administration and for meeting the Regional Service Centre performance benchmarks; the implementation of new projects; and ensuring missions satisfaction. A key function of the post entails the management and administrative control of all personnel and non-personnel resources allocated to the Centre by the Steering Committee.

55. The head of the Transportation and Movement Integrated Control Centre (P-5) reports directly to the chief to ensure effective real-time interaction with both the missions served by the Centre and the Department of Field Support at Headquarters.

Relationship between the Entebbe Support Base and the Regional Service Centre

56. The Regional Service Centre concept envisages a transitional period whereby the MONUSCO Entebbe Support Base will continue to provide administrative capacity and infrastructure. To ensure transparency in resource stewardship, the incremental approach adopts, tracks and manages Entebbe Support Base support to the Regional Service Centre through a service-level agreement.

57. The staff plan for the Regional Service Centre as of January 2011 is summarized in annex III.

Financing mechanism

58. The MONUSCO Entebbe Support Base provides administrative and operational support for the Regional Service Centre. A service-level agreement will formalize the relationship between the Support Base and the Centre. The 39 staff required for the Centre are provided through redeployment from MONUSCO, UNMIS and UNAMID, and are funded in the budgets of those missions. Staff members at the Centre receive salary and entitlements applicable to Entebbe. Non-staff costs are shared by the missions receiving services from the Centre in proportion to the size of their budgets.

59. In line with the decision of the General Assembly, no separate budget or special account for the Regional Service Centre is to be established. Rather, cost centre and project codes for the Centre are introduced under the relevant mission budget in order to track funding requirements and expenditures. Expenditures and reporting in the context of the results-based-budgeting framework are provided in the budget and performance reports for the relevant mission.

VI. Human resources framework

Objectives

60. The overarching objectives are to facilitate an immediate response to current and future personnel needs by securing external and building internal civilian capacities; optimize organizational performance by empowering leaders and managers to make decisions within clear standards and rules; and provide staff with opportunities in the service of the Organization in a productive, healthy, safe and secure work environment.

61. That means anticipating workforce trends, identifying and obtaining high-quality capacities, addressing gaps in deployment needs, strengthening the recruitment system and succession management, improving conditions of service, offering new services in business intelligence, introducing a more strategic service delivery model and strengthening management oversight. Those efforts are aimed at attracting and retaining staff and reducing vacancy rates.

62. The human resources framework is aligned with the proposals of the Secretary-General on human resources. It focuses on the challenges and needs of providing human resources support to field missions and considers seven areas: (a) workforce planning and outreach; (b) recruitment (talent management framework and roster management); (c) succession management; (d) conditions of service; (e) business intelligence (analysis and reporting); (f) customer service; and (g) governance and organizational performance, as described in detail in document A/64/663.

Observations and comments of the General Assembly and the Advisory Committee

63. In its resolution 64/269, the General Assembly requested the Secretary-General to provide an update on the implementation of the integrated human resources management framework to the General Assembly at its sixty-fifth session. Information related to the human resources framework, including talent management, workforce planning and outreach and roster management, was provided. Taking into account the concerns of the Advisory Committee regarding

the vacancy situation in field missions, all aspects of the human resources framework outlined above are intended to have a positive impact on this situation.

64. Regarding the designation of Entebbe as a family duty station, the Secretary-General proposed to the General Assembly that the designation of duty stations be based on the security phase in effect, in line with the rest of the United Nations common system and as recommended by the International Civil Service Commission.

Implementation activities, timeline and monitoring of impact

65. Progress has been made in the first five months of implementation in the following areas:

(a) **Workforce planning and outreach**. The roster-based staffing system takes a proactive, centrally managed approach to staffing through the development of rosters of qualified candidates for existing and projected vacancies who have been vetted by a central review body and are available for immediate selection by field missions. The operational workforce planning exercise identified immediate and short-term staffing requirements for each mission by function and level against the availability of rostered candidates. The results of that exercise were used in the development of new generic job descriptions and in the second round of expert panel meetings in which candidates are interviewed, evaluated and recommended to the field central review body for placement on a roster. An in-depth workforce planning exercise was conducted with the Office of Human Resources Management to determine civilian staffing requirements, consisting of a supply, demand and gap analysis and an evaluation of the current state of the workforce in each occupational group, taking into account projected losses due to retirement, return to the parent duty station and turnover rate. The results of the gap analysis will be used in the development of recruitment and outreach actions;

(b) **Recruitment and selection**. As at December 2010, 147 job openings have been advertised on the basis of the generic job descriptions, and the re-engineered recruitment process has yielded 3,710 candidates who were rostered after review by a field central review body in 24 occupational groups. Additional expert panel sessions are expected to add approximately 2,500 candidates to the rosters;

(c) **Succession management**. A career path model has been developed and consultations are taking place with the Staff-Management Coordination Committee on mobility and career development in the Organization. To enhance the professional development of human resources practitioners in the field, the Department of Field Support is developing an e-learning certification programme in human resources management;

(d) **Conditions of service**. Proposals for a harmonized common system approach were presented to the General Assembly during the main part of its sixty-fifth session. The proposals include the harmonization of duty stations as family or non-family on the basis of a security assessment;

(e) **Business intelligence**. Strategic business intelligence models are being designed for improved planning, monitoring and evaluation of the field staffing processes to allow for adjustments in outreach and recruitment;

(f) **Customer service integration (strategic operations)**. Human resources functions are being reviewed to identify those which can be delegated to field missions or transferred to a regional service centre or the Global Service Centre, after which the role of customer service integrators in the Department of Field Support will be reprofiled;

(g) **Governance and organizational performance**. The Office of Human Resources Management, in collaboration with the Department of Field Support, will implement the human resources management scorecard in early 2011, as described in document A/65/305.

Achievements and next steps

66. The implementation process has improved the ability to plan for filling vacancies, the efficiency and effectiveness of the field central review body and the strength of rosters. The report of the Secretary-General (A/65/305 and Add.1-4) provides information on progress made in priority areas of human resources management in the Organization, including aspects of the integrated human resources management framework relating to contractual reform, harmonization of conditions of service in non-family duty stations, the human resources scorecard and the talent management system.

67. The Department of Field Support will continue its collaboration with the Office of Human Resources Management in implementing the integrated human resources management framework, in particular the launch of the talent management system in the field, conditions of service and workforce planning and outreach, ensuring that those efforts are fully aligned with the decisions made by the General Assembly on human resources management.

VII. Implementation coordination framework and capacities

68. The implementation of the global field support strategy entails a profound change-management process, transforming service delivery through a consultative approach that needs to be carefully coordinated and implemented with all stakeholders in a transparent way. In the 2010/11 budget for the support account for peacekeeping operations, the General Assembly established an implementation capacity within the Office of the Under-Secretary-General for Field Support comprising a Principal Officer (D-1) funded under general temporary assistance for the initial 12-month period and a Senior Programme Officer (P-5) post. As proposed in the report of the Secretary-General (A/64/633), during the 2010/11 period the Department of Field Support has temporarily redeployed and/or reassigned further resources to the programme coordination team in the Office of the Under-Secretary-General in support of the implementation of the strategy comprising four posts: two Programme Officers (P-4), one Administrative Officer (P-3) and one General Service (Other level). Those redeployments are presented for the approval of the Assembly in the context of the 2011/12 budget proposal for the support account.

69. Experience has shown that, given the non-resource-intensive model adopted for the global field support strategy implementation coordination team (comprising in total only six dedicated staff, four of which were obtained through redeployment), the continuation of the D-1 level Principal Officer funded through general temporary assistance, reporting to the Under-Secretary-General for Field Support, is

necessary to continue to steer the implementation work and manage this capacity. The high-level coordination work with Member States, as well as parallel work that leads and drives the implementation of the strategy to effect change across the full range of the Department's support activities in close coordination with decision-making implementation partners in the Secretariat (including senior representatives of the Department of Peacekeeping Operations, the Department of Political Affairs, the Department of Management (Office of Human Resources Management, Office of Programme Planning, Budget and Accounts and Office of Central Support Services), the Office of Information and Communications Technology and OIOS), necessitates the continuation of this leadership capacity, which is intended to be presented in the context of the support account for peacekeeping operations submission for 2011/12.

VIII. Conclusions and next steps

70. The initial thrust of the strategy is designed, through its four pillars, to effectively support flexible and scalable deployments and to achieve efficiencies and economies of scale. Moving forward, while the momentum to implement the four pillars will be maintained, further strategic development will be concentrated on the support implications of mission drawdown and liquidation, which will be presented to the General Assembly in the second annual progress report.

IX. Actions to be taken by the General Assembly

71. The General Assembly is requested to take note of the present report.

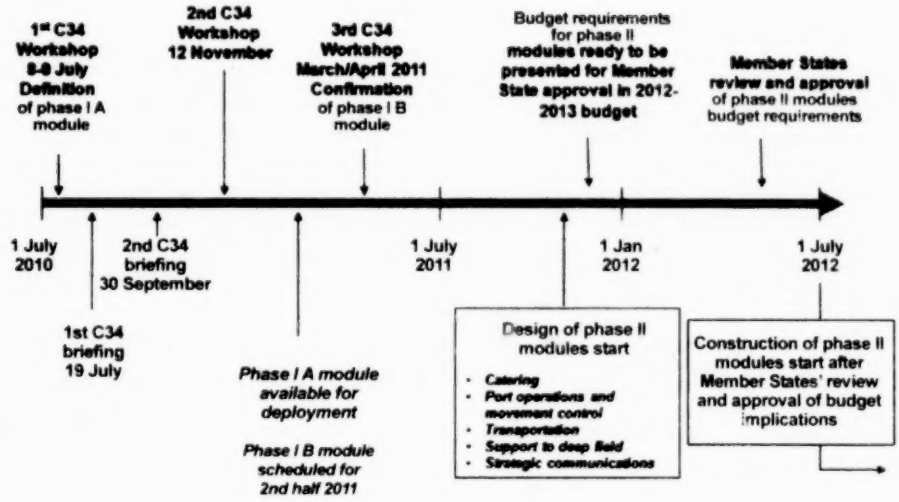
Annex I

Timeline showing the key activities, milestones and project deliverables

TRANSFORMATION
Strategic HQ
Concentrates on strategy policy and oversight by transferring operational processes to service centres.[a]
Mission benchmarking and support process quality.
Optimized field operations
Operations management methodology Performance planning
Workforce planning and development Standard measurements
Career planning as foundational element of the transformation.
01 July 2010
01 July 2011
01 July 2012
01 July 2013
01 July 2014
01 July 2015
OPERATION
Focus on mission start-up and expansion
Focus on mission transition and liquidation
Darker shade indicates higher development focus

[a] Only operational processes that do not require interaction with Member Secretariat Departments will be considered for transfer.

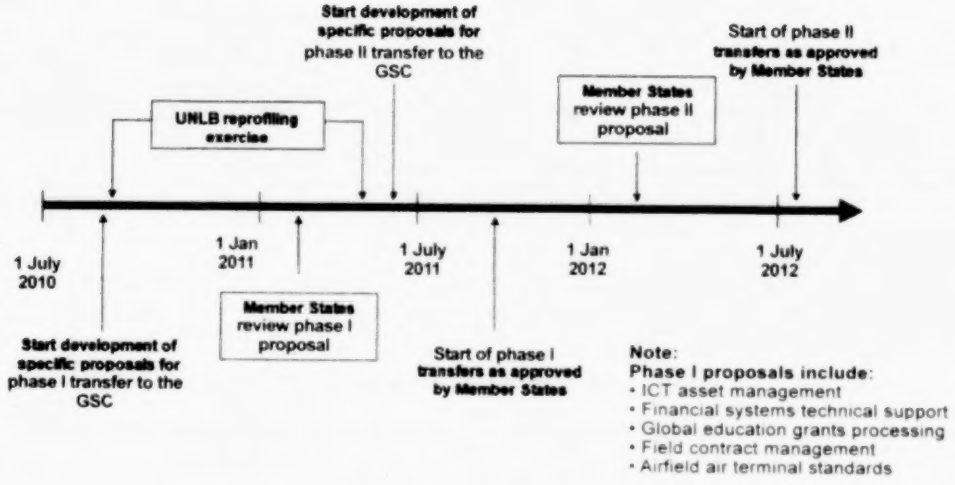
Modularization


1st C34 Workshop 8-9 July Definition of phase I A module
2nd C34 Workshop 12 November
3rd C34 Workshop March/April 2011 Confirmation of phase I B module
Budget requirements for phase II modules ready to be presented for Member State approval in 2012-2013 budget
Member States review and approval of phase II modules budget requirements
1 July 2010
2nd C34 briefing 30 September
1 July 2011
1 Jan 2012
1 July 2012
1st C34 briefing 19 July
Phase I A module available for deployment
Phase I B module scheduled for 2nd half 2011
Design of phase II modules start
Catering
Port operations and movement control
Transportation
Support to deep field
Strategic communications
Construction of phase II modules start after Member States' review and approval of budget implications

Notes:

1. Modules for phase I have no budget implications.
2. C34 briefings continue to be held every other month.
3. It is expected that the development of phase II modules, which will start in July 2012 after Member States' review and approval, will continue through the remaining three years of the global field support strategy.

Global service centre


Start development of specific proposals for phase II transfer to the GSC
Start of phase II transfers as approved by Member States
UNLB reprofiling exercise
Member States review phase II proposal
1 July 2010
1 Jan 2011
1 July 2011
1 Jan 2012
1 July 2012
Member States review phase I proposal
Start development of specific proposals for phase I transfer to the GSC
Start of phase I transfers as approved by Member States
Note:
Phase I proposals include:
• ICT asset management
• Financial systems technical support
• Global education grants processing
• Field contract management
• Airfield air terminal standards

Notes:

1. It is expected that the transfers to be included in phase II will imply the re-engineering of the processes to improve service delivery and to achieve efficiencies.
2. After Member States' review and approval, the transfer of these functions will continue through the remaining three years of the global field support strategy.

Abbreviations: HQ, headquarters; C34, Special Committee on Peacekeeping Operations; GSC, global service centre; UNLB, United Nations Logistics Base; ICT, information and communications technology.

Annex II

Regional Service Centre at Entebbe phase I projects

Check-in/check-out

The United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO) is the first mission to consolidate the majority of its staff check-in and check-out processing in the Regional Service Centre. Through use of the automated system, the time required for check-in/check-out has been significantly reduced, by an average of 40 per cent, enabling personnel to be ready faster to assume their duties in the missions and decreasing the administrative time required for check-out. Additional efficiencies are gained through the enhanced connectivity for international travel through Entebbe airport.

Education grant

The education grant project was initiated in MONUSCO in January 2010 to manage the considerable increase in volume of education grant claims resulting from the human resources reform (from 3,000 to 10,000 claims/advances projected per year). The qualitative benefits from the implementation of this project include: 50 per cent reduction in processing time, which allows faster payment to staff and reduction in error rate in submissions from 30-35 per cent to 15-20 per cent. As the requirement for this activity resulted from changes in human resources rules and regulations, the decision was to create the capability directly in the Regional Service Centre rather than duplicating capacities in each of the missions in Africa.

Regional Training and Conference Centre

Through the establishment of a regional training and conference centre, the Great Lakes region missions have significantly increased their access to training, conferences and retreats in a conducive learning environment within the missions' areas of operation. By pooling their requirements, missions are able to conduct training for which, individually, they may not have a sufficient requirement or would have previously been unable to attend at other United Nations venues because of prohibitive travel costs.

Transportation and Movement Integrated Control Centre

The Transportation and Movement Integrated Control Centre was created to provide integrated transportation and movement services to optimize transportation resources in Eastern and Central Africa through the combination of transportation specialists (movements, aviation and surface). The Centre provides a platform to review all movement requirements in the region — both passengers and cargo — and provides for optimum multi-modal transportation solutions with the regionally located long-haul assets or other ground assets operating on a "hub and spoke" principle. To enhance operational efficiency, the Centre is also expected to coordinate regional efforts for airfield infrastructure, including ground support equipment, leading to safe operations and quick turnarounds.

Annex III

Regional Service Centre at Entebbe staffing plan (phase I, January 2011)

	Post	*Mission*		*Post*	*Mission*
Regional Service Centre team	1 D-1	UNAMID	Regional training and conference centre	1 FS	UNAMID
	1 P-5	MONUSCO		2 FS	UNMIS
	1 P-5	UNMIS		2 NS	UNAMID
				1 NS	MONUSCO
Check-in/ check-out	1 FS	MONUSCO		1 NS	UNMIS
	3 NS	MONUSCO			
	1 UNV	MONUSCO	Transportation and Movement Integrated Control Centre	1 P-5	UNAMID
				2 P-4	UNAMID
				1 P-4	UNMIS
Education grant	1 FS	MONUSCO		1 P-3	UNMIS
	2 FS	UNAMID		1 P-3	MONUSCO
	1 FS	UNMIS		4 FS	UNMIS
	1 NS	UNMIS		2 FS	MONUSCO
	2 NS	MONUSCO		1 FS	UNAMID
	1 NS	UNAMID		2 NS	UNMIS
				1 NS	MONUSCO

Abbreviations: UNAMID, African Union-United Nations Hybrid Operation in Darfur; MONUSCO, United Nations Organization Stabilization Mission in the Democratic Republic of the Congo; UNMIS, United Nations Mission in the Sudan.

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Agenda item 143
Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Report on the progress of training in peacekeeping

Report of the Secretary-General

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I. Introduction

1. In its report A/63/746 of 29 April 2009, the Advisory Committee on Administrative and Budgetary Questions recommended that the Secretary-General be requested to prepare a comprehensive report on training in peacekeeping that would clarify the impact of the 2008 peacekeeping training strategy and strategic peacekeeping training needs assessment, and outline a methodology for costing training activities and for monitoring and evaluation of the training programmes to ensure that objectives of the programmes, organizational goals and expected outcomes are fulfilled. The request was taken note of by the General Assembly in its resolution 64/269. The present report is submitted pursuant to that recommendation and covers the training activities for peacekeeping operations.

2. The 2008 peacekeeping training strategy and strategic training needs assessment set out a new direction for peacekeeping training, which was summarized in the 2009 report on the progress of training in peacekeeping (A/63/680). The new direction set a more strategic role for the Integrated Training Service of the Policy, Evaluation and Training Division focused on the setting of peacekeeping training standards, ensuring delivery of priority cross-cutting training needs and supporting the development of job-specific and technical training standards by offices in the Departments of Peacekeeping Operations and Field Support, and the provision of guidance, advice and support to Member States and integrated mission training centres in field operations on the implementation of training standards. The direction outlined in the 2008 strategy has been subsumed within a broader framework of peacekeeping reform as set out in the New Horizon process, which has initiated a comprehensive capability-driven approach with the aim of improving overall performance in the field.

3. The present report illustrates the improvements made in all phases of the training cycle, including the identification and prioritization of training needs, setting of standards, ensuring efficient delivery and outlining new systems for monitoring and evaluating the impact of training, including methodologies for identifying efficiency gains resulting from training. It addresses the issues raised by the Advisory Committee in paragraph 148 of its 2009 report (A/63/746), as well as the request for information on the Senior Mission Administration and Resource Training Programme (SMART) outlined in paragraph 68 of its 2010 report (A/64/660). The achievements to date illustrate that peacekeeping training is a strategic investment both for the United Nations and the international community that can enable the provision of personnel more capable of meeting the complex challenges facing United Nations peacekeeping in its consolidation phase.

II. Identification and prioritization of training needs

4. Peacekeeping training is a shared responsibility of Member States, the Departments of Peacekeeping Operations and Field Support and United Nations peacekeeping operations. Member States are responsible for predeployment training of uniformed personnel, while the Departments of Peacekeeping Operations and Field Support and field missions are responsible for induction and ongoing training, as well as all civilian training. In order to ensure that these partners, and the resources they bring to bear, contribute effectively to peacekeeping training, the 2008 United Nations peacekeeping training strategy and strategic peacekeeping

training needs assessment highlighted the importance of clear training policies to delineate roles and responsibilities for all the entities involved in peacekeeping training and establish a governance mechanism for the definition of clear peacekeeping training priorities.

5. In consultation with Member States, field operations, Headquarters training focal points and key partners, including the Office of Human Resources Management, the Departments of Peacekeeping Operations and Field Support adopted a policy on training for all United Nations peacekeeping personnel (May 2010) and a policy on support to military and police predeployment training (October 2009). They outline the roles and responsibilities of the Integrated Training Service of the Policy, Evaluation and Training Division, integrated mission training centres, the Office of Human Resources Management, Headquarters training focal points, senior management and Member States in ensuring priority training needs of peacekeeping personnel are addressed effectively and efficiently. The policy documents set out the role of the Department of Peacekeeping Operations/Department of Field Support working group, a senior management body comprising all Department of Peacekeeping Operations/Department of Field Support directors and chaired by the Chief of Staff, in approving the strategic level peacekeeping training priorities based on a cross-cutting needs assessment led by the Integrated Training Service. In July 2010, the Department of Peacekeeping Operations/Department of Field Support working group approved the following strategic and cross-cutting level training priorities based on the findings of the 2008 strategic peacekeeping training needs assessment and the New Horizon process, by category of personnel:

Table 1
List of identified peacekeeping training priorities

For all peacekeeping personnel		
Mandatory	*Recommended*	*Other*
Peacekeeping-specific courses	*Peacekeeping-specific courses*	*Office of Human Resources Management courses to be rolled out*
1. Predeployment (civilian predeployment training delivery for civilians, guidance to peacekeeping training institutions on military and police predeployment training)	1. Standardization of basic computer skills delivered in missions	1. International Computer Driving Licence
2. Induction	Office of Human Resources Management courses to be rolled out	*Existing e-learning courses (UN.SkillPort)*
3. Sexual exploitation and abuse and Code of Conduct ongoing training	2. Cross-cultural communications	2. Project management
4. HIV/AIDS orientation session	3. Client orientation	3. Critical thinking; creative problem-solving

For all peacekeeping personnel

Mandatory	*Recommended*	*Other*
5. Safe and Secure Approaches in Field Environments (SSAFE) training in designated countries *Existing e-learning courses* 6. Safety and security (Basic and Advanced Security in the Field courses) 7. Ethics and integrity in the workplace (Prevention of Workplace Harassment, Sexual Harassment and Abuse of Authority course)	*Existing e-learning courses (UN.SkillPort)* 4. Communication skills (presentation skills, negotiation skills, facilitating meetings and working groups and report writing)	4. Team-building; communicating effectively in a team; dispute resolution in the workplace 5. Advanced computer skills (advanced Microsoft Office, Lotus Notes courses)

Note: Integrated mission training centres to develop and deliver mission-specific training courses (e.g., in support of mission protection-of-civilian strategies).

For managers/practitioners

Mandatory (depending on responsibilities)	*Recommended*	*Job-specific and technical*
Office of Human Resources Management courses to be rolled out 1. Competency-based selection and interviewing skills programme (for all interview panel members) 2. Competency-based performance management 3. Supervisory skills 4. Management Development Programme 5. Project management 6. Collaborative negotiation 7. Report writing and managing the writing of others	*Peacekeeping-specific courses* 1. SMART (includes Management Development Programme) 2. Common peacekeeping curriculum (under development) *United Nations system course* 3. Joint Department of Peacekeeping Operations and Development Operations Coordination Office strategic planning workshop (integrated strategic framework course)s	1. Human resources certification 2. Joint geographic information services 3. Information and communications technology management 4. Management of contingent-owned equipment 5. Office of the Assistant Secretary-General for Rule of Law and Security Institutions 6. Disarmament, demobilization and reintegration 7. Judicial affairs officers 8. Gender 9. Child protection

For managers/practitioners		
Mandatory (depending on responsibilities)	*Recommended*	*Job-specific and technical*
Existing e-learning courses 8. Procurement 9. International Public Sector Accounting Standards		10. Joint Operations Centre 11. Logistics services, in particular those impacting health and safety

Note: To be further refined as talent management and related succession management plans and career learning paths to be developed. Integrated mission training centres to develop and deliver mission-specific training courses (e.g., national staff capacity-building programmes).

For senior leadership		*For military, police and corrections officers*
Mandatory	*Recommended*	*Required standardized training modules for*
1. Senior Leadership Programme for new appointees 2. Leadership Development Programme	1. Senior Mission Leaders' Course	1. Formed police units 2. Police planners 3. Individual police officers 4. Corrections officers 5. Military experts on mission 6. Military staff officers 7. Infantry battalions 8. Medical units

"Just in time" team-based training interventions
1. Team-building
2. Protection of civilians, other integrated tasks (e.g., technical assessment missions)
3. Command post exercises and scenario-based training as requested by missions

6. The Integrated Training Service transmitted the strategic-level priorities to peacekeeping operations in August 2010 and provided direction on their implementation for the current financial year, together with detailed guidance for the preparation of mission training budget submissions for 2011/12. The list of priorities contained in table 1 was elaborated to indicate whether Headquarters or the field had primary responsibility for implementation. For those programmes where integrated mission training centres have the lead role in ensuring delivery, the priorities were categorized as: (a) mandatory; (b) required; or (c) discretionary for mission implementation, in order to guide integrated mission training centres on the allocation of financial resources to those priorities.

7. At the mission level, the policy on training for all United Nations peacekeeping personnel sets out the responsibility of integrated mission training centres to work with the mission senior management to coordinate the development of a comprehensive mission training plan that incorporates the approved strategic priorities and mission-specific training needs for military, police and civilian personnel. It also requires that the heads of military and police components each issue an annual training directive. Initial guidance on the process for the completion of a mission training plan, the strategic priorities and existing mission training plans are all posted on the internal "community of practice" website to support knowledge management and sharing of best practices between training personnel. To date, five missions, the United Nations Stabilization Mission in Haiti (MINUSTAH), the United Nations Organization Stabilization Mission in the Democratic Republic of the Congo (MONUSCO), the United Nations Disengagement Observer Force (UNDOF), the United Nations Interim Force in Lebanon (UNIFIL) and the United Nations Mission in Liberia (UNMIL), have completed a mission training plan that incorporates strategic- and mission-level priorities and includes training with or without budgetary implications. Remaining missions have requested templates and more detailed guidance on the format of a mission training plan. The importance of national staff capacity-building during the drawdown phase is being highlighted as missions undertake their own needs assessments and identify mission-specific priorities. Currently, the United Nations Assistance Mission in Afghanistan (UNAMA), UNMIL, the United Nations Mission in the Sudan (UNMIS) and the United Nations Integrated Mission in Timor-Leste (UNMIT) have prioritized mission-specific national staff training programmes.

8. In accordance with the policy on training for all United Nations peacekeeping personnel, Department of Peacekeeping Operations/Department of Field Support offices with available resources are instituting a process of needs assessment and identification of job-specific and technical training priorities. In 2009, the Office of Rule of Law and Security Institutions conducted a needs assessment and developed a training strategy to address priority needs such as planning, assessments, partnership and relationship-building, integration, national capacity-building and institution-building in accordance with the overarching strategy adopted by the Office on 23 July 2008. The Logistics Support Division in the Department of Field Support adopted a policy on training and development, requiring each logistics service, section and field mission to establish training and career management objectives to ensure that priority job-specific and technical training needs are addressed. Such needs assessments and strategies are achieved within existing resources, which can lead to delays in their production. As outlined in section C below, many offices are in the process of establishing initial training standards on the basis of lessons learned in addition to more detailed needs assessments.

9. The prioritization mechanism has allowed for better and more focused planning by different training entities and improved coordination within the Departments of Peacekeeping Operations and Field Support and with the Office of Human Resources Management, thereby eliminating redundancies and duplication in training delivery. There is also a need for similar coordination and prioritization of training between the Departments of Peacekeeping Operations and Field Support and other Secretariat departments that are developing and rolling out training for peacekeeping personnel. The Learning Advisory Board provides a potential mechanism that could be used to prioritize and coordinate training requirements and

funding that affect peacekeeping operations. The Learning Advisory Board is tasked to maximize collaboration across occupations and to "actively support efforts to secure the resources required for the effective implementation of the Organization's learning and development activities" (ST/SGB/2009/8, para. 2.2 (b)).

III. Setting of standards

10. In order to provide clear guidance to the different partners delivering training, United Nations peacekeeping training standards are being developed for each of the three phases of training: predeployment, induction and ongoing training. United Nations peacekeeping training standards are defined in the policy on training for all United Nations peacekeeping personnel, as a course or curriculum outline that defines the overall training objective, identifies the target audience required to complete the training and sets out the specific learning outcomes for each topic covered during the training. This provides instructors with the flexibility to adapt the training materials to their local context while ensuring that participants have attained the same level of knowledge or skills irrespective of which instructor, mission or training institution delivered the course. As outlined below, peacekeeping training standards are being finalized for cross-cutting and job-specific and technical training.

A. Predeployment

11. Throughout the needs assessment and New Horizon processes, Member States have highlighted the need for clear predeployment training standards to enhance their ability to adequately prepare and deploy military and police capabilities. In 2009, the Departments of Peacekeeping Operations and Field Support issued updated core predeployment training materials, which provide the basic information for all predeployment training of military and police personnel, as well as civilians completing the civilian predeployment training course delivered by the Integrated Training Service. These are available in English, French and Spanish on the peacekeeping resource hub run by the Policy, Evaluation and Training Division (http://peacekeepingresourcehub.unlb.org) and on the community of practice website for trainers in Member States, together with additional guidance and best practices on their use. The aim of the core predeployment training materials is to provide military, police and civilian personnel with a shared understanding of the fundamental principles, rules and regulations that apply in United Nations peacekeeping in accordance with the latest United Nations and Department of Peacekeeping Operations/Department of Field Support policies and guidance. At the beginning of December 2010, the core predeployment training materials had been downloaded from the peacekeeping resource hub website 12,894 times.

12. The core predeployment training materials have been supplemented by specialized training materials, which focus on the skills and knowledge required to carry out specific functions in United Nations peacekeeping. In 2009, the specialized training materials for individual police officers were issued, thereby establishing the United Nations peacekeeping predeployment training standards for all individual police officers preparing to deploy to United Nations peacekeeping. As at December 2010, the specialized training materials had been downloaded 5,963

times. Preliminary versions of the specialized training materials for predeployment training of military experts on mission, corrections personnel and formed police units have been developed and tested and are expected to be issued to all Member States in the first semester of 2011. The development of updated and new United Nations peacekeeping predeployment training standards for military staff officers, infantry battalions and medical units are also expected outputs for 2011 as part of the capability development pilot projects. The pilot projects aim to identify methodologies for defining training standards more closely linked to performance expectations that fill critical capability gaps in a forward-looking, sustainable manner.

B. Induction

13. As the training standards and requirements expand for predeployment, the Departments of Peacekeeping Operations and Field Support issued updated mission-specific induction training standards to all missions in August 2010 that eliminate duplication between the two phases. Induction training standards, which include integrated elements for all personnel as well as specialized topics for military, police and civilians, emphasize mission-specific topics that are difficult to deliver in generic predeployment training courses, including mission mandates, strategic priorities, mission structures, cooperation with the United Nations country team and mission-level policies and standard operating procedures. The mission-specific induction training standards are posted on the community of practice website for United Nations training personnel and are regularly updated in accordance with policy developments in the Departments of Peacekeeping Operations and Field Support. The 190 community of practice members receive e-mail alerts when information, training standards, guidance or materials are updated.

C. Ongoing

14. The Integrated Training Service sets standards for ongoing training on cross-cutting issues for peacekeeping personnel during their deployment. Department of Peacekeeping Operations/Department of Field Support offices, in coordination with the Integrated Training Service, set standards for job-specific and technical training required to carry out a particular function. The latter is an area largely still under development and challenges remain in ensuring sustainable resource allocation for systematic delivery across all peacekeeping missions and headquarters.

15. When approving the strategic peacekeeping training priorities, the director-level Department of Peacekeeping Operations/Department of Field Support working group, chaired by the Department of Peacekeeping Operations/Department of Field Support Chief of Staff, has highlighted the importance of using Office of Human Resources Management standards for training on leadership, management and communications, where appropriate, to ensure that civilian personnel are trained to the same standard as other Secretariat personnel. Section IV outlines the collaboration between the Office of Human Resources Management, the Integrated Training Service and integrated mission training centres to deliver the Office of Human Resources Management standard courses to peacekeeping personnel. Substantive improvements made to the Senior Leadership Programme, Senior

Mission Leaders' Course and the Senior Mission Administration and Resource Training Programme (SMART) are described in sections IV and V respectively.

16. The Departments of Peacekeeping Operations and Field Support are also working with partners to initiate the development of a common peacekeeping curriculum, which includes foundational training and emphasizes the basic roles, functions and interdependencies of mission components and partners for staff members at the P-3 level and above and strategic planning, programme management and administrative skills for substantive section heads, which to date remain a training gap. The Departments of Peacekeeping Operations and Field Support are currently piloting a methodology for missions to deliver scenario-based exercises targeting decision-making and crisis management and information-sharing processes, which can be adapted to mission-specific needs and contexts. This new methodology will help multidimensional peacekeeping missions to address inherently complex security and post-conflict peacebuilding challenges that require focused and coordinated intervention among a large number of highly variegated United Nations players both within, and beyond, a mission's formal structure.

17. In addition to these cross-cutting training standards, 24 sets of job-specific and technical training standards are currently under development, representing 68 per cent of the 35 substantive and support components that exist in multidimensional peacekeeping operations. In the Department of Peacekeeping Operations, for example, the Criminal Law and Judicial Advisory Service of the Office of the Assistant Secretary-General for Rule of Law and Security Institutions has developed a comprehensive training programme specifically designed for judicial affairs officers deployed to United Nations peacekeeping operations to enhance their substantive knowledge and performance, which has already been delivered twice as at November 2010. The civil affairs focal point at Headquarters has developed a scenario-based skills training course to enhance the capability of civil affairs officers to implement their mandate. A pilot of a new training course on quick impact projects, which is also intended to benefit civil affairs officers and other relevant personnel on mission, was also recently completed. Operational and strategic management courses are being developed for corrections officers serving in peacekeeping operations. Standardized training on investigating and preventing sexual and gender-based violence for police officers already selected for, or already serving in, field missions and expected to undertake such investigations is also under development. This course focuses on the specialized skills required to address these issues in a complex post-conflict setting, which police officers might not readily have from their domestic experience. Examples in the Department of Field Support include the finalization of training on management of contingent-owned equipment and a certification programme for all human resources personnel in peacekeeping operations that is being developed by the Field Personnel Division in cooperation with eCornell. In addition, the Information and Communications Technology Division, as part of their succession planning, is establishing a training standard for personnel working to become chiefs in the area of information and communications technology.

IV. Ensuring efficient delivery of peacekeeping training

18. The lead role in identifying training needs and standards for United Nations peacekeeping rests with the Policy, Evaluation and Training Division. The

development and delivery of peacekeeping training entails collaboration and partnership with Member States for the predeployment training of military and police personnel; with the Departments of Peacekeeping Operations and Field Support and the United Nations Secretariat for cross-cutting training and job-specific and technical training for civilians; and with peacekeeping missions for induction and ongoing training once deployed to the field. The full development of the peacekeeping training architecture for capability development initiatives for troop and police contributors, workforce development for civilian staff and direct training support to peacekeeping missions will entail a wider and more extensive partnership, which will include peacekeeping training institutions worldwide as well as training entities within both the Secretariat and the wider United Nations system.

19. Predeployment training for military and police personnel is delivered by Member States' peacekeeping training institutions. To support Member States in ensuring that delivery is in accordance with United Nations peacekeeping predeployment training standards, the Departments of Peacekeeping Operations and Field Support carry out training-of-trainers programmes to familiarize trainers with the content of those standards, deploy mobile training support teams to provide on-site assistance to a training institution and share guidance, best practices and advice to the personnel of the 106 institutions addressing peacekeeping training from 60 Member States currently listed in the Departments' database.

20. Since the issuance of the 2009 report on the progress of training in peacekeeping (A/63/680), six training-of-trainers programmes have been carried out for 61 Member States, 23 per cent of which were new or emerging troop- or police-contributing countries. Table 2 provides more detail. Two mobile training support teams have been deployed at the request of the Permanent Missions of Pakistan and China to enhance training delivery competencies of instructors and assist in the design of a specialized leadership course for senior officers in their military peacekeeping training institutions, respectively. In March 2009, the Policy, Evaluation and Training Division launched an updated website, namely the peacekeeping resource hub, to provide Member States and partners with improved access to peacekeeping doctrine, lessons learned and training materials. In order to facilitate a more interactive forum that allows real-time communication between peacekeeping training institutions as well as the Departments of Peacekeeping Operations and Field Support, the Division launched a virtual community of practice for trainers in Member States on 18 October 2010. This community currently has 147 individual trainers as members representing 37 different peacekeeping training institutions. During the month of November 2010, 63 distinct users logged into the community to access the information available, with an average of 68 daily requests to download documents, illustrating that trainers are taking advantage of improved access to training guidance.

Table 2
Training-of-trainers programmes delivered by the Department of Peacekeeping Operations in 2009 and 2010

Year held	*Host country*	*Region covered*	*Category of personnel*	*Number of Member States participating (number of new or emerging troop-contributing countries/police-contributing countries)*	*Number of trainers trained*	*Potential number of peacekeepers to be trained in the next 12 months*[a]
2009	Argentina	South America	Military and police	10 (6)	22 military and 7 police	4 350
	Ghana	Africa	Police	9 (0)	20 police	3 000
	Indonesia	Asia-Pacific	Military	8 (1)	20 military	3 000
	Sweden	Europe	Police	13 (0)	20 police	3 000
	Australia	Asia-Pacific	Police	12 (5)	21 police	2 250
2010	Kenya	Africa	Military	9 (2)	24 military	3 600
Total				**61 (14)**	**66 military + 68 police = 134**	**19 200**

[a] Estimated potential number of peacekeepers based on Integrated Training Service and participant projections.

21. The Integrated Training Service continues to deliver the civilian predeployment training programme, which has been completed by more than 2,200 international civilian staff who had not been in mission service in the preceding three years. During the financial year 2009/10, 370 civilians completed the training programme, 75 per cent of whom were deployed to peacekeeping operations in Africa.

22. The Departments of Peacekeeping Operations and Field Support have also enhanced the content and delivery methodologies of the Senior Mission Leaders' Course and the Senior Leadership Programme (formerly the Senior Leadership Induction Programme). As a result, the courses are more interactive, have greater focus on issues from the field, and aim to identify common challenges that arise in missions, such as planning, integration, communication, and the role that senior mission leaders can play in addressing these challenges. As a result of better screening and targeting, 14 out of 88 participants, including four women, of the last four Senior Mission Leaders' Courses that were organized between November 2008 and June 2010 have subsequently been appointed as senior leaders in peacekeeping operations. The changes were extremely positive and received high praise from participants and mentors alike. Improvements have also been made to the Senior Mission Administration and Resource Training Programme (SMART), as a result of the 2009 evaluation. The improvements and the impact of SMART are described in more detail in section V.

23. Currently, the direct delivery of the civilian predeployment training programme, Senior Mission Leaders' Course, Senior Leadership Programme and SMART accounts for approximately a third of the non-post resources and a quarter of the post resources allocated to the Departments of Peacekeeping Operations and Field Support for training from the Peacekeeping Support Account. As an increasing number of training standards are adopted and the demands for cross-cutting and job-specific training delivery expands, the Departments of Peacekeeping Operations and Field Support will increasingly need to rely on partnership to deliver training, in order to meet all the identified priorities. This will allow training resources allocated to Department of Peacekeeping Operations/Department of Field Support

headquarters to be used primarily in the management of the overall peacekeeping training system, standard-setting, and monitoring and evaluation for quality assurance, and to ensure that training addresses capability gaps and genuinely maximizes performance, as outlined in the capability-driven approach.

24. The division of labour between the Office of Human Resources Management and the Integrated Training Service has been clarified and formalized in the policy on training for all peacekeeping personnel and the Secretary-General bulletin on the learning and development policy (ST/SGB/2009/9). The Integrated Training Service, as the learning focal point for the Departments of Peacekeeping Operations and Field Support and United Nations peacekeeping operations, leads on the identification and prioritization of training needs for peacekeeping, which includes promoting and monitoring adherence to relevant Secretariat/Office of Human Resources Management training standards for civilian personnel. The Departments of Peacekeeping Operations and Field Support and the Office of Human Resources Management coordinate on resource allocation and delivery of Office of Human Resources Management courses in the field, emphasizing the building of in-house capacities in peacekeeping operations to deliver Office of Human Resources Management courses directly for maximum cost-effectiveness. The Office of Human Resources Management maintains quality assurance, including through certification of trainers and improvements to course content and methodologies in collaboration with the Departments of Peacekeeping Operations and Field Support and other Secretariat departments. The implementation of this coordinated approach has resulted in the certification of more than 37 trainers in 10 Department of Peacekeeping Operations-led peacekeeping missions and 2 special political missions to deliver priority courses in the field (competency-based interviewing and selection skills, competency-based performance management and supervisory skills). This represents an increase in certified trainers of more than 56 per cent from 2009, resulting in a significant increase of personnel in the field who are able to complete management training of the same standard as other Secretariat personnel, which had previously been unavailable to them.

25. Increasing in-mission training capacities is part of a broader approach for promoting the use of the most cost-effective locations for delivery of training. Where possible, courses considered to be cross-cutting priorities for peacekeeping personnel are delivered directly in mission, through regional cooperation between missions, and/or as applicable, offices away from Headquarters within the same region in order to minimize travel costs. Through the establishment of a regional training and conference centre in Entebbe, Uganda, the Great Lakes region missions have significantly increased their access to training, conferences and retreats in a conducive learning environment within the mission areas of operation. By pooling their requirements, missions are able to conduct training for which, individually, they may not have sufficient resources. For instance, at the beginning of December 2010, the Entebbe Regional Service Centre hosted a competency-based interviewing and selection skills training-of-trainers course for the Great Lakes missions, following a similar West African regional training-of-trainers course hosted by the United Nations Operation in Côte d'Ivoire (UNOCI) in November. In the Middle East, peacekeeping operations, special political missions and the regional commission are exploring possibilities for collaboration on Office of Human Resources Management training courses in order to maximize resources even further. Lessons learned will be incorporated into ongoing efforts in the

Departments of Peacekeeping Operations and Field Support to determine the most cost-effective locations.

26. The Departments of Peacekeeping Operations and Field Support are also discussing an agreement with the United Nations System Staff College and the United Nations Institute for Training and Research (UNITAR) to collaborate on the delivery of the Senior Mission Leaders' Course and the development and eventual delivery of the common peacekeeping curriculum and scenario-based exercises described in paragraph 16 above. The Departments of Peacekeeping Operations and Field Support will continue to define the training objectives and learning outcomes based on identified priorities and United Nations peacekeeping doctrine and standards, while the Staff College and UNITAR leverage their comparative advantages in instructional design and delivery methodologies to ensure maximum quality, accessibility and cost-effectiveness in delivering the curriculum. The Departments of Peacekeeping Operations and Field Support are also partnering with the African Union to strengthen their capacity to provide training support. In the area of job-specific and technical training, the Department of Peacekeeping Operations is working through the 17-member Inter-Agency Working Group on Disarmament, Demobilization and Reintegration to assist Member State training institutions to develop and implement their disarmament, demobilization and reintegration training. In this regard, 13 Member State training institutions have formed the Integrated Disarmament, Demobilization and Reintegration Training Group, which pledges to develop and share training material based on the Integrated Disarmament, Demobilization and Reintegration Standards.

27. In addition, the Departments of Peacekeeping Operations and Field Support are leveraging technology to increase the accessibility of training to peacekeeping personnel through e-learning. In collaboration with the Office of Human Resources Management, generic e-learning courses have been made available to missions through UN.SkillPort. Integrated Mission Training Centres are managing registrations in the field, the Integrated Training Service provides guidance to missions and a financial contribution of $100,000 annually to the Office of Human Resources Management to cover peacekeeping personnel, and the Office manages the contract and provides technical backstopping. Since May 2009, almost 2,700 personnel have registered for UN.SkillPort courses and 33 per cent of them are actively using the courses offered. A review of the 20 most completed courses to date indicates that users are most often completing courses related to management and communications as well as information technology skills.

28. The Departments of Peacekeeping Operations and Field Support have converted the Headquarters induction course into an e-learning module in order to make the training available to all new Department of Peacekeeping Operations/Department of Field Support staff immediately upon arrival. Department of Peacekeeping Operations/Department of Field Support offices are also increasingly using e-learning for job-specific and technical training, including in the areas of guidance development; disarmament, demobilization and reintegration; management of contingent-owned equipment; and human resources training. Based on the lessons learned from these initiatives, the Departments of Peacekeeping Operations and Field Support and the Office of Human Resources Management are finalizing guidance for all Secretariat departments, offices away from Headquarters and field operations on the minimum standards for design and delivery of e-learning projects

to ensure that all United Nations online training will be equally accessible to personnel in peacekeeping operations as in other Secretariat departments.

V. Monitoring and evaluation of training

29. The Integrated Training Service monitors the development and implementation of peacekeeping training plans by Department of Peacekeeping Operations/ Department of Field Support offices and peacekeeping operations to ensure they are in accordance with approved priorities and standards. In collaboration with integrated mission training centres, the Integrated Training Service is implementing an evaluation methodology to determine whether individual training programmes adhere to approved training standards and to assess their impact on mandate implementation and, where possible, the return on investment by comparing the monetary benefits, including efficiency gains, with the costs of the programme. The aim of the monitoring and evaluation regime is to provide qualitative and quantitative information to illustrate that training is a strategic and cost-effective investment in peacekeeping.

30. The 2010 policy on training for all United Nations peacekeeping personnel commits Department of Peacekeeping Operations-led peacekeeping operations to the development of a comprehensive mission training plan that addresses strategic and mission-specific training priorities for military, police and civilian personnel, which may or may not have budgetary implications. On 12 April 2010, the Department of Peacekeeping Operations/Department of Field Support evaluation team initiated an evaluation of the capacity of existing integrated mission training centres to fulfil their obligations in finalizing mission training plans in coordination with senior mission management and ensuring their implementation. The evaluation report noted that expansion of the role of the integrated mission training centres and effective management of the training cycle would depend on three key factors identified in the training policy:

(a) The engagement of the senior mission leadership in prioritizing mandate implementation training needs;

(b) Direct linkages between the mandate implementation priorities and the mission training plan;

(c) Enhanced capacities of the integrated mission training centres to conduct mandate-related needs assessments, design and deliver responsive training packages, and perform training evaluations.

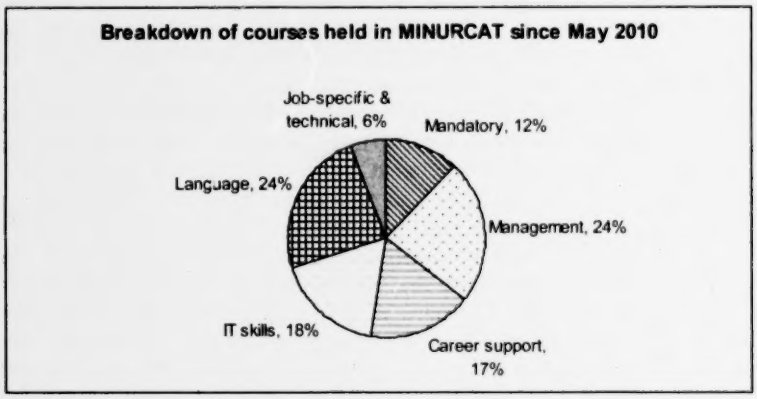
31. The evaluation team noted that the involvement of the Departments of Peacekeeping Operations and Field Support and, in particular, of the Integrated Training Service would be equally important, not only in providing policy implementation and supplementary guidance, but also in ensuring that the numerous training programmes in place, in development, or implied by new initiatives were coordinated, coherent and resourced for mission application. Oversight by the integrated mission training centres of all mission training would also require consistent coordination with the respective components and institutionalization of the authority of the chief of the integrated mission training centre over all personnel assigned to the centre. This would require a refocusing of existing human resources in the integrated mission training centres.

32. Historically, the primary constraints on effective monitoring and evaluation of peacekeeping training have been the lack of basic output data, such as numbers and types of courses delivered or numbers and categories of personnel trained, and the inability to collect evaluation data from participants across the system that can be gathered and analysed in a central repository. The initial step in the application of an evaluation methodology has therefore been the creation of comprehensive data-collection tools accessible to the Integrated Training Service and integrated mission training centres at the mission level. Accordingly, the Departments of Peacekeeping Operations and Field Support have developed and are rolling out an electronic training management system (e-TMS) in 11 Department of Peacekeeping Operations-led peacekeeping operations and two special political missions in 2010, as part of the Field Support Suite of information technology applications. The e-TMS system is a web-based application that allows all peacekeeping personnel in a mission to enrol in courses and maintains their individual training history. The electronic data transfers with them as they move from one mission to another. The e-TMS system also allows supervisors and training centre personnel to monitor the training of individuals and provides real-time information on courses delivered, personnel trained and categories and types of personnel requesting training. In addition to collecting basic output data, it includes an automated evaluation form to collect a participant's immediate reaction to the course and aggregate the results of that feedback for trainers. Integrated mission training centres are able to access and manage all data for their mission and the Integrated Training Service is also able to access a centralized reporting function for data across missions to allow for an overall analysis of training requested and delivered and personnel trained.

33. The Departments of Peacekeeping Operations and Field Support are coordinating with the Office of Human Resources Management on the roll-out of Inspira to ensure a smooth integration of data from e-TMS to the enterprise resource planning (ERP) system. The e-TMS system, and eventually the enterprise resource planning system, will allow for real-time monitoring of the implementation status of mission and Headquarters training plans to ensure that peacekeeping personnel are able to access and complete training in all approved priority areas in accordance with United Nations standards. For instance, reporting from the United Nations Mission in the Central African Republic and Chad (MINURCAT), which has the most advanced implementation of e-TMS, indicates that since May 2010, 84 training courses have been scheduled, which have been completed by 648 personnel, representing 65 per cent of the 1,000 personnel who applied for training. Almost half of the courses were career support and management courses, thereby contributing to staff retention. As at November 2010, 34 per cent of MINURCAT staff had been reassigned or selected for posts in other missions. The full breakdown of courses is outlined in the figure below. The e-TMS system is therefore a key innovation that allows the Integrated Training Service to fulfil its monitoring function to ensure training priorities are met and provides a foundation for the implementation of the evaluation methodology outlined in paragraph 35.

e-TMS data on courses held in MINURCAT since May 2010

(Percentage)



34. Currently, e-TMS is only accessible to users within the United Nations system and cannot therefore be used to monitor predeployment training carried out by Member States. Training recognition is the mechanism by which the Departments of Peacekeeping Operations and Field Support review predeployment training of military and police personnel carried out by Member States in order to confirm whether the specified course conforms to required United Nations Peacekeeping predeployment training standards. As at December 2010, the Departments of Peacekeeping Operations and Field Support had received 23 requests for training recognition of predeployment training courses for military and police personnel deploying to United Nations peacekeeping operations. To date, 17 courses have been recognized. In light of resource constraints, training recognition requests are prioritized on the basis of criteria related to the impact of the course on peacekeeping operations (number of national and international course participants, proportion of participants deployed to United Nations peacekeeping operations, frequency of the course) and geographical balance. The remaining six requests for training recognition will be addressed when the required resources become available. The analysis of advice provided to Member States during training recognition indicates a strong willingness to adhere to United Nations peacekeeping predeployment training standards, although peacekeeping training institutions face challenges in allotting sufficient time to training, ensuring the appropriate profile and methodological expertise of instructors delivering various modules, and carrying out course evaluations.

35. The Departments of Peacekeeping Operations and Field Support are working to implement the return on investment methodology (endorsed by the United Nations System Staff College and adopted by the Office of Human Resources Management for learning evaluation and impact assessment) to evaluate the impact of training on improved performance, and where possible, to compare quantifiable programme benefits with costs. The return on investment approach adds the cost-benefit analysis to the traditional model of four levels of evaluation of learning and training (the Kirkpatrick model). Thus the return on investment approach assesses:

(a) Participant satisfaction with the programme (reaction);

(b) Changes in knowledge, skills, and attitudes of participants (learning);

(c) Changes in on-the-job behaviour by participants (application of knowledge and skills);

(d) Changes in organizational outcomes resulting from the application of skills by participants (impact);

(e) The difference between the monetary benefits of the programme and its costs (return on investment).

36. The Integrated Training Service has undertaken an internal review of its programmes to assess how the return on investment evaluation methodology can be applied. Programme objectives and existing impact data were assessed in order to determine whether changes in on-the-job behaviour or changes in organizational outcomes could be assessed and subsequently compared with available information on costs. The review indicated that in most cases, the training objective requires further refinement and explicit linkage to the Departments' strategic objectives to allow for quantifiable impact measurement. Comprehensive data on development and delivery costs are often not available, in particular where partners have provided contributions in kind. This information is currently not reflected in internal financial tracking processes, which are geared towards the finalization of annual results-based budgeting submissions and performance reports. In order to develop improved procedures to address these issues, the Departments of Peacekeeping Operations and Field Support are undertaking two level 5 evaluation case studies: on the Lean Six Sigma training programme, part of the business improvement process capacity-building initiative; and on the Senior Mission Administration and Resource Training Programme (SMART).

37. The aim of the Lean Six Sigma training evaluation is to determine the extent to which the training contributed to the overall efficiency gains and process improvements realized by the completion of Lean Six Sigma projects. The full impact and return on investment data are being finalized, although initial results show a positive correlation between high levels of learning and application of skills in the workplace. Of the 22 trainees who completed the evaluation survey, only one person indicated that they would have been able to complete their Lean Six Sigma project without the training. The majority of respondents indicated that they frequently applied the project management, communications and leadership skills gained from the training in their Lean Six Sigma projects and for other tasks in the workplace. The evaluation also indicates that linking the training to implementation of projects in the workplace facilitates the application of skills leading to positive organizational impact.

Impact of the Senior Mission Administration and Resource Training Programme

38. The Senior Mission Administration and Resource Training Programme (SMART) had been initially developed in 2006 in response to the findings of a comprehensive audit of peacekeeping missions undertaken by the Office of Internal Oversight Services (OIOS). The audit report noted a lack of appropriate oversight, poor knowledge of the rules, regulations, guidelines and processes in peacekeeping operations and concerns related to accountability and integrity, and recommended

structural organizational changes, strengthening of oversight mechanisms and provision of additional training. On this basis, SMART was designed to deliver such training using a blended approach of e-learning and face-to-face workshops. The e-learning portion consists of eight electronic modules covering foundational United Nations knowledge, human resources, financial management and internal controls; administrative control mechanisms; operational support (logistics and integrated support); and procurement. In 2008, 97 per cent of participants completed all the e-learning modules, and 100 per cent in 2009. Completion of the e-learning modules is a prerequisite for attending the face-to-face workshops. External training consultants and United Nations staff deliver instruction in three face-to-face workshops carried out over a one-year period. The instructors and mentors guide participants through interactive sessions designed to apply the knowledge gained from the e-learning modules. The mentors assist in the facilitation of the plenary session, lead breakout groups and provide advice on addressing day-to-day challenges and career development. Currently, the Programme uses six mentors for each workshop of 40 participants.

39. The bulk of the initial costs of the Programme (2006/08) were used for the development of e-learning modules. Updating the modules in accordance with policy developments will be a considerable recurring cost in future. The Departments of Peacekeeping Operations and Field Support are exploring alternative options for technical programming updates and integration of the modules into the e-learning delivery platform contained in Inspira in order to minimize those costs. In order to reduce future delivery expenses of the workshops, SMART will also be relying less on external consultants to deliver training sessions and will prepare United Nations staff serving in such functions to handle instruction. This may include offering training-of-trainers courses to United Nations staff to take over facilitation and instruction functions.

40. At the beginning of 2010, a comprehensive evaluation was conducted of SMART in order to measure whether the Programme was improving the performance of managers who had undertaken the training. Participants and their supervisors were surveyed and interviews were conducted with mentors and facilitators. As the evaluation was undertaken at a relatively early stage (only after the first roll-out year), additional time was required for the training to show impact in the field. Surveys of participants and supervisors indicated that 60 per cent of supervisors believed that the course improved managerial and fiduciary responsibilities, and approximately 67 per cent perceived SMART as a factor in promoting staff members' increasing levels of responsibility and opportunities for advancement. The majority of managers agreed that participants were able to apply what they had learned practically and 55 per cent of managers agreed that SMART was improving participants' general job attitude. Participants agreed that the Programme was achieving its objectives; that the mentoring was increasing the effectiveness of the Programme; that the Programme was relevant to their jobs; and that they used what they had learned in their jobs.

41. The evaluation concluded that the Programme should generally continue in its current form, frequency and duration and that a return of investment evaluation strategy should be developed and implemented to collect more reliable data and continuously monitor the effectiveness of the Programme. Recommendations included: targeting of P-4 and P-5 level participants; the incorporation of the Management Development Programme run by the Office of Human Resources

Management and other existing standardized courses such as the course on ethics; the development of new modules on planning, risk management, project management and international accounting standards; and improved clarity on the roles of mentors. As at July 2010, the recommended changes had been made and approved by the SMART Advisory Committee, chaired by the Under-Secretary-General for Field Support. Initial feedback indicates that the revised Programme responds to the needs of participants. Although external consultants have been used in the first workshop, participants indicated a strong preference for United Nations staff to deliver these sessions in future. During the next two workshops, United Nations staff with the appropriate substantive knowledge and facilitation skills will gradually take over the presentation functions.

42. The return on investment evaluation, carried out in collaboration with the Return on Investment Institute, is designed to measure results of the SMART training, e-learning and face-to-face workshops over the longer term (three years plus). The aim is to evaluate whether the participants are gaining the appropriate knowledge and skills to maintain a prescribed level of competence in administrative support functions and improve their fulfilment of managerial and fiduciary responsibilities and accountability in the field. Data collection is currently under way, starting with surveys of participants and their supervisors. Ultimately, a return on investment evaluation will be measured against possible financial benefits for the Organization in support activities in peacekeeping missions. These will include concrete measurable improvements on previous problems outlined in the OIOS report, such as less waste and loss of resources, better financial accountability, a significant reduction in fraudulent incidents and abuse of authority through improved oversight, as well as better planning of the use of resources.

43. Measuring these outcomes would require more than just surveys of participants and supervisors. A study of auditors' reports, reports by directors of mission support and OIOS reports will be undertaken, and questionnaires will be given to procurement, finance, human resources and logistics sections in order to ascertain whether there was a quantifiable improvement in management of these areas as a result of SMART. Interim evaluation reports will be completed after each SMART cycle. In the coming two years, the evaluation data are expected to show improved learning and application of skills by participants. The impact of that application of skills is expected to become evident over the longer term, in approximately two to three years. The results and lessons learned in the SMART evaluation, the Lean Six Sigma evaluation and the full implementation of e-TMS should lead to the establishment of a robust monitoring and evaluation system across peacekeeping training.

VI. Resources

44. The learning and development strategy adopted by the Learning Advisory Board highlights the importance of coordinated and consistent resource allocation for training across the United Nations system, including with respect to peacekeeping training. For 2010/11, the regular budget resources allocated to learning and development represent some 1.12 per cent of staff costs. Funds allocated for training from the Peacekeeping Support Account represent some 1.29 per cent of staff costs at Headquarters. The combined total results in 1.18 per cent of staff costs, which is well below the established best practice minimum level

of 2 per cent of staff costs. This minimum target of 2 per cent was formally endorsed by the Human Resources Network on behalf of the Chief Executives Board in 2003.

45. An analysis of the 2008/10 expenditures illustrates that financial resources are increasingly being targeted at training interventions aimed at all categories of personnel. This reflects the increased emphasis on training management and evaluation activities as well as efforts to respond to the 2008 strategic peacekeeping training needs assessment, which found that integration or coordination between components in a mission was a weakness that should be addressed through training. In 2009/10, 16 per cent of the training portion of the Peacekeeping Support Account was allocated to interventions for all peacekeeping personnel, compared with 6 per cent in 2008/09. Resources allocated to training activities targeting uniformed personnel have remained steady at 24 per cent and 23 per cent respectively. As the Departments of Peacekeeping Operations and Field Support maintain primary responsibility for direct delivery of training to civilian personnel, for instance through the civilian predeployment training programme and SMART, the bulk of financial resources have been allocated to civilian activities, comprising 70 per cent of the 2008/09 training budget and 61 per cent in 2009/10.

46. At the time of writing, 68 per cent of Peacekeeping Support Account expenditures are allocated to cross-cutting priorities, and 32 per cent to job-specific and technical training and other non-priority activities. In light of the new focus on addressing defined training priorities, future analyses of funding allocations and expenditures will focus on the extent to which funds are allocated to defined priorities.

47. As indicated in paragraph 45, the majority of training funds from the Peacekeeping Support Account tend to be allocated to civilian training. This is due to the shared responsibility for peacekeeping training between the Secretariat and Member States: predeployment training for uniformed personnel is a responsibility of Member States, while civilian training falls under the responsibility of the Secretariat. However, an analysis of human resources allocated to training indicates that at Headquarters, the majority of training posts are dedicated to military and police training. The Integrated Training Service is allocated 34 posts in New York and Brindisi, Italy: 10 are civilian professionals; 7 are General Service staff; 3 are police officers; and 14 are military officers. Therefore, 41 per cent of the Integrated Training Service staff are military personnel working on military training issues and 9 per cent are police personnel working on police training issues. The ratio of uniformed personnel reflects its important role in supporting Member States' training efforts. The focus of the Integrated Training Service civilian staff is on training management and administrative issues in support of training for all categories of personnel (i.e. military, police and civilian). Field human resources statistics demonstrate a different military and police ratio from Headquarters: of the 233 training personnel in Department of Peacekeeping Operations-led peacekeeping operations, 56 per cent are civilian, 27 per cent are police and 17 per cent are military, reflecting the prioritization of predeployment training for uniformed personnel rather than in-mission training, given their short rotation cycle.

48. The Departments of Peacekeeping Operations and Field Support are currently exploring mechanisms to structure funding allocations more consistently for peacekeeping training. As outlined above, a partnership strategy is being

implemented in which the Departments of Peacekeeping Operations and Field Support will retain control over the training standards and content, while leveraging partners with a comparative advantage in cost-effective delivery of training. At the same time, efforts are being made to devolve the delivery costs of programmes targeted at staff in the field, such as SMART, to the field, through the creation of a cost centre for training based in the Integrated Training Service. If effective, this mechanism would also be used to cover delivery costs of other cross-cutting and job-specific technical programmes for field personnel, thereby ensuring predictable and sustainable funding to ensure that all target audiences are able to access this training in a timely manner. This would also allow smaller missions to access centrally coordinated programmes that are currently inaccessible because of funding constraints. Missions such as the United Nations Truce Supervision Organization and the United Nations Military Observer Group in India and Pakistan, which are funded through the regular budget, currently only receive training funds for upgrading of substantive and technical skills from the Office of Human Resources Management. Due to the numbers of civilian staff in those locations, the Office of Human Resources Management generally does not have the capacity to organize centralized training courses in those locations. Even for smaller missions with assessed funding, programmes such as the Management Development Programme are inaccessible owing to the cost of $106,000 for one cohort of 25 participants. Efforts are under way with missions to explore delivery modalities that may reduce the cost by as much as 40 per cent.

49. In addition, the Departments of Peacekeeping Operations and Field Support have also put in place several mechanisms to improve cost-effectiveness of current training expenditures. The prioritization mechanism outlined in section II allows for better coordination and monitoring of resources to ensure that they are being allocated to the most important training needs. The Integrated Training Service has reviewed the training submissions of all Department of Peacekeeping Operations/Department of Field Support offices requesting funding from the Peacekeeping Support Account to ensure that priority needs are being addressed in the submission for 2011/12 and to eliminate any duplication among cross-cutting training programmes, including centrally coordinated training programmes of the Office of Human Resources Management. In addition, the following criteria have been established for cost-effectiveness, against which all training budget submissions have also been reviewed:

- Alignment with approved training priorities
- Lack of available alternative training opportunities without cost implications
- Design of the programme conforms to existing rules and regulations, in particular with respect to consultants
- Elimination of duplication of training requests
- Appropriate nature of the training location or venue
- Consideration of alternatives to travel for training (e.g., use of e-learning, webinars, or videoconferencing)
- Availability and appropriateness of in-house expertise for development or delivery of the training (or consideration of creating in-house expertise through training of trainers, certification, e-learning, etc.)

- Opportunities to take advantage of economies of scale, in particular through the conclusion of system contracts, if using an external provider.

50. In addition, to further improve monitoring of training expenditures, the Department of Peacekeeping Operations/Department of Field Support working group has requested that the Integrated Training Service issue quarterly reports on training activities and expenditures to programme managers and Headquarters training focal points.

VII. Conclusions

51. As outlined in the report, the peacekeeping training architecture has been put in place. The overall strategy and policy documents have established a shared understanding of the roles and responsibilities of all stakeholders and entities involved in peacekeeping training. Training standards are being developed to address cross-cutting and job-specific and technical priorities, and are being rolled out across the system as a result of greater coordination between the Departments of Peacekeeping Operations and Field Support, Member States and field operations. Information and knowledge management are improving the availability and quality of data on training, which allow for better coordination and improved decision-making on training. Monitoring and evaluation mechanisms are being developed and implemented, which will help to ensure the agreed training standard to be implemented and allow the Departments of Peacekeeping Operations and Field Support to provide better support to Member States' efforts in peacekeeping training.

52. In this context, the Departments of Peacekeeping Operations and Field Support reiterate their commitment to peacekeeping training as a strategic investment for the improvement of capabilities to address the increasingly complex needs in peacekeeping. As more comprehensive and better quality data on the positive impact of training become available, they should be matched with more consistent and predictable resources for peacekeeping training. The Departments of Peacekeeping Operations and Field Support look forward to increased engagement with Member States and their training institutions, and encourage Member States to further strengthen their own peacekeeping training capacities and institutions.

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Review of the efficiency of the administrative and financial functioning of the United Nations

Report of the Fifth Committee

Rapporteur: Ms. Nicole Ann **Mannion** (Ireland)

I. Introduction

1. At its 2nd plenary meeting, on 17 September 2010, the General Assembly, on the recommendation of the General Committee, decided to include in the agenda of its sixty-fifth session the item entitled "Review of the efficiency of the administrative and financial functioning of the United Nations" and to allocate it to the Fifth Committee.

2. The Fifth Committee considered the item at its 3rd, 23rd, 24th and 27th meetings, on 6 October and 15 and 23 December 2010. Statements and observations made in the course of the Committee's consideration of the item are reflected in the relevant summary records (A/C.5/65/SR.3, 23, 24 and 27).

3. For its consideration of the item, the Committee had before it the following documents:

(a) Comprehensive report of the Secretary-General on United Nations procurement activities (A/64/284);

(b) Comprehensive report of the Secretary-General on United Nations procurement activities: procurement governance arrangements within the United Nations (A/64/284/Add.1);

(c) Comprehensive report of the Secretary-General on United Nations procurement activities: sustainable procurement (A/64/284/Add.2);

(d) Related report of the Advisory Committee on Administrative and Budgetary Questions (A/64/501);

(e) Report of the Secretary-General on the proposed programme budget outline for the biennium 2012-2013 (A/65/560 and Corr.1);

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(f) Related report of the Advisory Committee on Administrative and Budgetary Questions (A/65/611);

(g) Report of the Office of Internal Oversight Services on the audit of procurement management in the Secretariat (A/64/369);

(h) Notes by the Secretary-General transmitting the report of the Joint Inspection Unit entitled "Offshoring in United Nations system organizations: offshore service centres" and his comments and those of the United Nations System Chief Executives Board for Coordination thereon (A/65/63 and Add.1);

(i) Notes by the Secretary-General transmitting the report of the Joint Inspection Unit entitled "Environmental profile of the United Nations system of organizations" and his comments and those of the United Nations System Chief Executives Board for Coordination thereon (A/65/346 and Add.1).

II. Consideration of proposals

A. Draft resolution A/C.5/65/L.24

4. At its 27th meeting, on 23 December, the Committee had before it a draft resolution entitled "Procurement" (A/C.5/65/L.24), submitted by the Chair of the Committee on the basis of informal consultations coordinated by the representative of Nicaragua.

5. At the same meeting, the Committee adopted draft resolution A/C.5/65/L.24 without a vote (see para. 8, draft resolution I).

B. Draft resolution A/C.5/65/L.25

6. At its 27th meeting, on 23 December, the Committee had before it a draft resolution entitled "Proposed programme budget outline for the biennium 2012-2013" (A/C.5/65/L.25), submitted by the Chair of the Committee on the basis of informal consultations coordinated by the representative of Brazil.

7. At the same meeting, the Committee adopted draft resolution A/C.5/65/L.25 without a vote (see para. 8, draft resolution II).

III. Recommendations of the Fifth Committee

8. The Fifth Committee recommends to the General Assembly the adoption of the following draft resolutions:

Draft resolution I
Procurement

The General Assembly,

Having considered the comprehensive report of the Secretary-General on United Nations procurement activities,[1] the comprehensive report of the Secretary-General on United Nations procurement activities: procurement governance arrangements within the United Nations,[2] the comprehensive report of the Secretary-General on United Nations procurement activities: sustainable procurement,[3] the related report of the Advisory Committee on Administrative and Budgetary Questions[4] and the report of the Office of Internal Oversight Services on the audit of procurement management in the Secretariat,[5]

Having also considered the report of the Joint Inspection Unit on offshoring in United Nations system organizations[6] and on the environmental profile of the United Nations system of organizations,[7] as well as the notes by the Secretary-General transmitting his comments and those of the United Nations System Chief Executives Board for Coordination thereon,[8]

1. *Requests* the Secretary-General to submit an updated comprehensive report on procurement activities for consideration by the General Assembly at the first part of its resumed sixty-seventh session;

2. *Decides* to consider further the reports referenced in the present resolution at the first part of its resumed sixty-seventh session.

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[1] A/64/284.
[2] A/64/284/Add.1.
[3] A/64/284/Add.2.
[4] A/64/501.
[5] A/64/369.
[6] See A/65/63.
[7] See A/65/346.
[8] A/65/63/Add.1 and A/65/346/Add.1.

Draft resolution II
Proposed programme budget outline for the biennium 2012-2013

The General Assembly,

Reaffirming its resolution 41/213 of 19 December 1986, in which it requested the Secretary-General to submit in off-budget years an outline of the proposed programme budget for the following biennium,

Reaffirming also section VI of its resolution 45/248 B of 21 December 1990,

Reaffirming further rule 153 of its rules of procedure,

Recalling its resolution 58/269 of 23 December 2003,

Having considered the report of the Secretary-General on the proposed programme budget outline for the biennium 2012-2013[1] and the recommendations contained in the related report of the Advisory Committee on Administrative and Budgetary Questions,[2]

1. *Endorses* the observations and recommendations contained in the report of the Advisory Committee on Administrative and Budgetary Questions;[2]

2. *Reaffirms* that the Fifth Committee is the appropriate Main Committee of the General Assembly entrusted with responsibilities for administrative and budgetary matters;

3. *Emphasizes* that the proposed programme budget outline should be submitted sufficiently early in order that it may serve as a practical tool in the budget preparation process and, in this regard, requests the Secretary-General to issue future budget outlines at least thirty days prior to their scheduled introduction, but no later than 15 November of the off-budget year;

4. *Reaffirms* that the budget outline should provide a greater level of predictability of resources required for the following biennium and promote greater involvement of Member States in the budgetary process, thereby facilitating the broadest possible agreement on the programme budget;

5. *Also reaffirms* that the proposed programme budget outline shall contain an indication of the following:

(a) A preliminary estimate of resources needed to accommodate the proposed programme of activities during the biennium;

(b) Priorities, reflecting general trends of a broad sectoral nature;

(c) Real growth, positive or negative, compared with the previous budget;

(d) Size of the contingency fund expressed as a percentage of the overall level of resources;

6. *Notes* that the budget proposal will reflect the benefit of further reviews of possible obsolete activities, additional cost-effective measures and simplified procedures and, in this regard, requests the Secretary-General to rigorously pursue this in accordance with regulation 5.6 of the Regulations and Rules Governing

[1] A/65/560 and Corr.1.

[2] A/65/611.

Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation,[3] and established practices;

7. *Reaffirms* that the budget proposals of the Secretary-General should reflect resource levels commensurate with mandates for their full, efficient and effective implementation;

8. *Stresses* that the budget outline is a preliminary estimate of resources;

9. *Invites* the Secretary-General to prepare his proposed programme budget for the biennium 2012-2013 on the basis of a preliminary estimate of 5,396,697,200 United States dollars at revised 2010-2011 rates;

10. *Decides* that the proposed programme budget for the biennium 2012-2013 shall contain provisions for re-costing on the basis of the existing methodology;

11. *Reiterates its request* to the Secretary-General to include, in the proposed programme budget for the biennium 2012-2013, the total amount of resources that he should have at his disposal, from all sources of financing, in order to implement fully all mandated programmes and activities;

12. *Notes* that the preliminary estimates provided by the Secretary-General for the proposed programme budget for the biennium 2012-2013 do not include provisions for the implementation of those requirements that are under discussion by the General Assembly and that the requirements pertinent to the regular budget should be reflected in the programme budget for the biennium 2012-2013, subject to approval by the Assembly and in accordance with its resolutions 41/213 of 19 December 1986 and 42/211 of 21 December 1987;

13. *Decides* that the priorities for the biennium 2012-2013 shall be the following:

(a) Promotion of sustained economic growth and sustainable development, in accordance with the relevant resolutions of the General Assembly and recent United Nations conferences;

(b) Maintenance of international peace and security;

(c) Development of Africa;

(d) Promotion of human rights;

(e) Effective coordination of humanitarian assistance efforts;

(f) Promotion of justice and international law;

(g) Disarmament;

(h) Drug control, crime prevention and combating international terrorism in all its forms and manifestations;

14. *Requests* the Secretary-General to reflect the priorities outlined in paragraph 13 above when presenting the proposed programme budget for the biennium 2012-2013;

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[3] ST/SGB/2000/8.

15. *Reaffirms its request* to the Secretary-General to propose, in future budget submissions, measures to offset budget increases, wherever possible, without undermining the implementation of mandated programmes and activities;

16. *Decides* that the contingency fund shall be set at the level of 0.75 per cent of the preliminary estimate, namely, at 40,475,200 United States dollars, that this amount shall be in addition to the overall level of the preliminary estimate, and that it shall be used in accordance with the procedures for the use and operation of the contingency fund.